Capacity Development for Migration Management (CD4MM)

A guidance note for IOM country offices
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**GUIDANCE NOTE**

**TOOLBOX**
Background and introduction
This internal methodological guidance package on Capacity Development for Migration Management (CD4MM) consists of a Guidance Note and a Toolbox. It has been produced with the aim to promote coherence and consistency in IOM’s capacity development efforts across the Organization and more strategic interventions for stronger programmatic impact. It thus bolsters IOM’s role in supporting the strengthening of government capacities for well-managed migration, as emphasized in the IOM Strategic Vision (IOM, 2019c) and the emerging set of underlying strategies, such as the IOM Institutional Strategy on Migration and Sustainable Development (IOM, 2020) and the forthcoming Migration Governance Framework (MiGOF) (IOM, 2015).

IOM’s role in supporting governments to fulfill international commitments related to migration has been reinforced with the Global Compact for Safe, Orderly and Regular Migration (GCM). The GCM’s 23 objectives, commitments and subsequent actions provide a robust framework to support governments and other actors to achieve the migration dimensions of the 2030 Agenda for Sustainable Development, in which the GCM is anchored. This is particularly reflected in target 10.7 of the Sustainable Development Goals (SDGs), which addresses implementation of planned and well-managed migration policies. That said, IOM works across the whole array of the SDGs given the multiplicity of migration drivers (economic, social, political and environmental) and the impacts of migration on other sectoral and policy areas (such as development, governance, health and labour market). Support to strengthening migration management and migration governance capacities of governments and United Nations Country Teams is and should be an important element in the implementation of IOM country and regional strategies towards this end.

The approach presented in the CD4MM package has been conceived to support these efforts through tailored, comprehensive and effective capacity development interventions. In light of IOM’s integration into the United Nations system, the intention is for the IOM approach to “speak to” those of other United Nations agencies when engaging in coordinated efforts to strengthen migration management capacities at country level, such as those related to United Nations Country Teams, United Nations Sustainable Development Cooperation Frameworks (UNSDCFs) and joint programmes, and in the context of IOM’s role in the coordination of the United Nations Network on Migration and the Capacity-Building Mechanism forming part of it.

The presented approach towards capacity development for migration management is informed by IOM practice and inspired by the approaches developed by the United Nations Development Programme (UNDP), United Nations Sustainable Development Group (UNSDG) and others. It builds on IOM’s comparative advantages, such as highly specialized migration management expertise, widespread country presence, and well-established working relationships with Member State governments and other stakeholders.

The Guidance Note introduces a methodological approach and overall guidance to IOM missions engaged in strengthening national capacities for migration management. It explains key concepts and principles, outlines the phases of a capacity development process, and provides references to more detailed guidance on how to prepare, implement, monitor and evaluate capacity development interventions, including useful external resources. The Guidance Note focuses specifically on the capacity development aspects of IOM’s work, and should be used complementarily with the IOM Project Handbook and other IOM project management and thematic policies and guidance.

The second part of the CD4MM package is a Toolbox presenting a range of IOM tools (such as handbooks, training curricula and frameworks) and case examples of IOM capacity development support. The tools have been systematized and are provided with a short description so that they can be easily accessed and used by IOM staff across the organization, thus contributing to knowledge management within IOM’s capacity development work. The case examples are introduced to illustrate different aspects of the capacity development process described in the Guidance Note.

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1 SDG Target 10.7: “Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies”.

2 See for example, “Capacity Development – UNDAF Companion Guidance”, (UNSDG (2017a); “Capacity Development – A UNDP Primer”, (UNDP (2009)).

3 The term “national” in this document generally includes subnational levels. It is used to distinguish actors, processes, systems, etc., internal to the country from those of external actors (such as multilateral organizations and donors). Where the distinction is relevant in the context, more precise terms such as “central”, “local” and “regional” are used.

4 The links to the Toolbox lead to another part of this document. To return to the page you were reading use the “Previous view” button on the “Page navigation tools” panel of the Adobe Acrobat Reader or the shortcut “Alt + Left Arrow”.


1.1 What is capacity development for migration management?

“Migration management” refers to the management and implementation, primarily by States, of the whole set of activities concerning migration in all its aspects and the mainstreaming of migration considerations into public policies (IOM, 2019a). The CD4MM documents follow the grouping of migration aspects and policies into thematic areas commonly used in IOM’s work: immigration and border management; labour mobility and human development; migrant protection and assistance; migration, environment and climate change; and migration health. Interlinkages are duly acknowledged, as are aspects and policies cutting across or falling in between these thematic areas.

Migration management is primarily the remit of State institutions at the central and local levels, who are therefore the primary actors referred to in this Guidance Note. Other types of stakeholders, however, also play important roles in migration management, and are referred to as relevant in the specific context. These include actors from civil society (including human rights organisations, trade unions and social actors representing migrants themselves, diaspora and local communities), private sector, regional and international organizations, media and academia. The wider range of stakeholders influencing migration policies, frameworks, regulations and the like is captured under the concept of “migration governance”.

Migration governance is defined as the combined frameworks of legal norms, laws and regulations, policies and traditions, as well as organizational structures and processes that shape and regulate States’ approaches with regard to migration in all its forms, addressing rights and responsibilities and promoting international cooperation (IOM, 2019a). Good migration governance entails and enables effective and good migration management. Migration management and migration governance are closely interlaced and, in practical capacity strengthening efforts, often inseparable.

Migration management and governance cut across a wide range of sectors and governance domains, hence the significance of the “whole-of-government” and “whole-of-society” perspectives called for in the GCM (United Nations General Assembly, 2019) and 2030 Agenda for Sustainable Development (United Nations, 2019) as a pre-condition for horizontal and vertical policy coherence and effective migration management. IOM’s “MIGRATION AND THE 2030 AGENDA: A GUIDE FOR PRACTITIONERS” (TOOL NO. 1.3) explains how SDGs relate to migration and what well-conceived migration policies entail.

This requires migration management actors to have relevant and sufficient capacities. If existing capacities are either not adequate or faced with new challenges, they need to be enhanced and developed.

The United Nations Development Group offers a definition of “capacity development” which, when adapted to the migration management context, means the process whereby migration management actors unleash, strengthen, create, adapt and maintain capacity over time in order to achieve the goals outlined by the above policy frameworks.

In IOM, the term “capacity development” is often used interchangeably with the term “capacity-building”. The latter is still more familiar to IOM staff and prevalently used, including in the formal titles of projects and programmes, units in country offices and staff positions. Turning to the development community, nowadays the term “capacity development” is generally preferred due to the implied notion of enhancing existing capacities rather than building previously non-existent capacities (UNDP, 2010; DFID, 2013; European Parliament, 2017). Therefore, in this document, “capacity development” is used with a suggestion to IOM staff to consider using this term.

In some countries, effective, endogenous capacity development processes may already exist with national institutions themselves being capable of developing the capacities of migration management actors. This entails internal recognition of needed changes and a will to implement them. Moreover, to do so involves expertise, funds, structures and procedures to be able to assess existing capacities, identify needs and opportunities, and respond to these by developing the required capacities of migration management actors to an adequate level. If one or more of these elements are weak or missing, external capacity development support may be necessary.

According to the UNSDG definition, “capacity development support” refers to efforts by external actors to reinforce, facilitate and catalyse capacity development (UNSDG, 2017a).

5 “Capacity development as ‘the process whereby people, organizations and society as a whole unleash, strengthen, create, adapt, and maintain capacity over time,’ in order to achieve development results.” from: “Capacity Development: UNDAF Companion Guidance”, (UNSDG, 2017a).
IOM provides capacity development support to national migration management actors. The purpose of such support is dual. First is the direct and immediate development of the capacities of migration management actors to improve their performance according to organizational and individual functions, mandates and strategic objectives. Sustainability of capacity development results is a crucial consideration. It implies that migration management actors will use the enhanced capacities after the external capacity development support ceases (a project or programme is finished), maintain the capacities over time, and themselves be able to further develop these and other capacities. Therefore, the second and ultimate purpose of IOM capacity development support is the gradual and eventual establishment of self-reliant national capacity development processes. In SERBIA (CASE NO. 1.17) and KYRGYZSTAN (CASE NO. 1.18) this has been achieved through institutionalization of the study programmes on migration developed with support of the IOM country offices.

Even for national systems with advanced self-reliance regarding capacity development, there will remain a need for interaction with external actors, including IOM as a highly specialized agency, to generate new relevant knowledge for improving migration management policy and practice. This is due not least to new phenomena and challenges regularly emerging in the sphere of migration, at times unforeseeable, fast-evolving, and large-scale, as for example caused by conflicts or the recent COVID-19 outbreak. The MANUAL FOR TRAINING OF FIRST-LINE PROFESSIONALS WORKING WITH MIGRANTS (TOOL NO. 6.2) demonstrates the role of IOM in a predominantly internally driven capacity development initiative in the European Union Member States in the context of increased migration. This type of joint capacity development is often also referred to as technical cooperation.

Capacity development is commonly understood by IOM staff as being carried out mostly through training activities. In this document, however, capacity development is portrayed as a process with a broader aim and range of means that, in combination, can enable migration management actors to perform better and strengthen national systems. This can involve support to policy and legislative analyses and changes, institutional functions for implementation, and creation and functioning of inter-agency coordination mechanisms, among others. To achieve sustainability, the aim of strengthening national systems is for these to eventually become more self-reliant in terms of capacity development.

Capacity development is an integral part of much of IOM’s migration management work, either as a component or as the main objective. Some intervention types – such as provision of facilitated migration services (including visa-related services and refugee resettlement), direct assistance to vulnerable migrants, and material resources to migration management actors - may not be provided in direct connection with capacity development activities. The experience acquired by IOM through those activities can, however, feed into its capacity development work. For example, IOM’s longstanding experience in direct assistance to victims of trafficking (VoTs) is used to develop the capacities of State social services and non-governmental organizations, as reflected, among others, in the IOM HANDBOOK ON DIRECT ASSISTANCE FOR VOTS (TOOL NO. 4.10).
1.2 Core principles

The above outlined understanding of capacity development for migration management as a comprehensive and context-specific process calls for an approach that on the one hand is strategic and coherent, and on the other hand can be tailored to many different country and institutional settings and project types. Recent decades’ experience within the capacity development community indicate that very standardized approaches with detailed, predefined methodologies are often not the best match (Danida, 2011). Rather, to ensure a common and coherent approach for IOM capacity development efforts, a set of core guiding principles is put forward, which are further unfolded in the following sections on key concepts and process phases, and which should also be considered when applying the more thematically specific guidance and operational tools presented in the CD4MM Toolbox. The core principles are:

→ **Comprehensiveness** – Designing and implementing integrated and systemic capacity development interventions with programmatic perspectives helps to promote long-term impact and sustainability. It addresses the various types of capacities of government and other migration management stakeholders at the organizational level, of the individuals working within them, and those contributing to the enabling environment within which they operate.

→ **Ownership** – This aims to support ownership of capacity development processes and outcomes by the migration management actors, with IOM field offices acting as facilitators, brokers and catalysts for transformation. It also fosters stakeholder cooperation by facilitating communication, coordination and relationship-building, thus contributing to the required structuring and enabling conditions for systemic change.

→ **Results-orientation** – Capacity development must focus on results. These are, in the public sector, the services (such as migration health, visa and consular services) and regulatory performance (e.g. effective legal and institutional arrangements on labour mobility or observation of international standards in border management and security practices) aimed for in migration management interventions, and the sustained capacities required for this.

→ **Adaptability** – This allows for tailoring capacity development interventions to the specific context and situation by encouraging proactive, evidence-based, adaptive design and implementation, in order to respond to needs and conditions which may change over time.
02

Key concepts of capacity development
2.1 Levels of capacity development

Capacity development processes are commonly conceived as addressing the following three levels, which are here related to the migration context:

→ **Organizational level** – Migration management actors are entities (agencies, institutions and organizations), whose mandates or functions have to do with migration and migrants. These comprise mainly national public sector actors at central and local levels, but can also include regional institutions, civil society and private sector organizations, such as diaspora and migrant associations, service providers in migrant protection, or employers or recruiters of migrant workers. These entities – in order to achieve their organizational goals, effectively perform their functions, and contribute to well-managed migration – need to possess capacities as organizations. For example, a national migration agency needs to be able to issue residence permits, capture and analyse migration trends, contribute to legislation and policy development, plan its activities, budget, communicate and interact externally (see capacity types in SECTION 2.2). These capacities depend on factors such as adequate organizational structures, staffing, management and leadership, business processes, procedures and communication. Therefore, development of the capacities at the organizational level means changing these elements and their interaction to enable the organization to perform better: such as adapting organizational structures, developing mandates, tools, guidelines, strengthening communication, learning, management and organizational culture.

→ **Individual level** – The capacities of migration management actors as organizations also depend on the capacities of their staff members and other persons involved in the issues at stake. Capacities of individuals – ability to perform functions related to thematic areas in migration management – for example, issuance of residence permits, and analytical or strategic capacity – are in many ways related to those of organizations, but depend on different factors, such as a person’s knowledge, skills, competencies, motivation and incentives. Hence, development of the capacities at the individual level can be done by influencing these elements: increasing knowledge and awareness, and improving and broadening skills, among others.

→ **Systemic level** – This consists of policy, economic, regulatory and accountability frameworks, as well as social and cultural norms and values, within which organizations and individuals operate. Institutional structures, including formal coordination mechanisms, also belong in this sphere. This level is also sometimes called the enabling environment. Contextual factors and actors can boost or limit the possibilities of migration management actors to develop their capacities and carry out their functions effectively. Many of these factors lie beyond the realm of influence of an organization, but some of them may be influenced. Identifying and addressing these can be important to enable organizations and individuals to develop their capacities and eventually perform better. Vice versa, better articulation and cooperation between different migration management actors as a result of capacity development can lead to positive changes at the systemic level.

The different levels of capacity development are introduced to help thinking analytically about capacity development, but in practice they are closely interlinked. For instance, developing capacities of staff in technical and management positions (individual level) can contribute to strengthening the capacities of the organization at large (organizational level). As another example, adoption of a new national regulation (systemic level) can immediately allow an organization to perform functions it was not able to fulfil when there was no legal/regulatory basis.

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6 Similar distinctions are found in much of the capacity development literature, although sometimes under slightly differing terms or varying number of levels.

7 They define the rules of the game, so to speak, whereas organizations and individuals are the players, as explained in DFID’s How to note on capacity development. (DFID, 2013).

Because of these interlinkages, to achieve the desired outcomes, capacity development interventions often need to target more than one level, as the following examples show:

→ In Sri Lanka, the adoption of a new policy on migration health facilitated by IOM (systemic level) required, among others, the creation of a new unit within the Directorate of Policy and Planning of the Ministry of Health (organizational level) (CASE NO. 6.4).

→ A REFORM OF THE HUMAN RESOURCES MANAGEMENT FUNCTION AT THE STATE MIGRATION SERVICE IN UKRAINE (CASE NO. 1.14) involved a new approach, and changes in the organizational structures and procedures (organizational level), as well as training of human resources staff (individual level).

→ IOM’S BORDER AND MIGRATION MANAGEMENT ASSESSMENT FRAMEWORK (TOOL NO. 2.3) is an example of a diagnostic tool that allows users to assess the complexity of elements at different levels in a comprehensive manner (although not directly referring to the levels described in this section).

The above shows why focusing capacity development only at the individual level is mostly not sufficient to achieve the desired change, but the organizational level also needs to be addressed – that is, how the organization functions internally and externally in relation to other actors. Besides carefully analysing the functional working of an organization to assess how this supports its mandate and goals, “buy-in” at both technical and management level are important preconditions for successful capacity development.

Even if capacity development needs are obvious, the process is well prepared and is supported by the leadership of, for example, the ministry or public institution in question, it might still be constrained by external political, institutional or social factors. Due to their situation between the political and technical sphere, this often makes capacity development in public sector organizations a slow and gradual process. It can therefore be necessary to look beyond the organization itself and consider if there are ways to engage with external stakeholders to make the conditions more enabling. These could, for instance, include actors who have an interest in a well-functioning migration management system, and who can contribute in some way to providing external incentives for the entity’s performance (for example, oversight, complaints mechanisms, domestic accountability mechanisms, media, the private sector, civil society representing migrants and other population groups).

### 2.2 Types of capacities

In order to identify capacity needs, assess capacities and prioritize the set of capacities to be targeted by capacity development interventions, as well as to advance the comprehensiveness of capacity development efforts, it is useful to consider different capacity types. One simple way of doing this is to distinguish between technical and functional capacities (UNDP, 2008a) of individuals and organizations. Technical capacities are associated with particular areas of expertise and practice in specific sectors or themes. This refers to knowledge, expertise and competencies. (It does not refer to provision of equipment and other materials, which also may be required for organizations and individuals to exercise their functions but are not in themselves considered as capacity development.) Functional capacities – such as general management, administrative and soft-skills capacities – are needed to use and coordinate technical capacities in order to ensure that individuals and organizations work effectively. For example, THE TRAINING CURRICULUM FOR MUNICIPALITIES ON MIGRANT INTEGRATION (TOOL NO. 3.4) helps to develop understanding of migration issues, but also management issues, as well as intercultural competencies, conflict management and communication skills.

The capacity typology below explains technical capacities (point 1) and functional capacities (points 2–8) further broken down into generic capacity types, which can be attributed to both individuals and organizations. Each of the capacity types is given a short explanation accompanied by examples of relevant IOM capacity development tools and interventions from the CD4MM Toolbox:

1. **Technical capacity:** Capacity to acquire and apply knowledge, expertise, competencies and resources in a specific thematic area. Within migration management, technical capacities can be of a more general nature or specialized on certain topics, such as identity management and document security or protection and assistance to vulnerable migrants. The CD4MM Toolbox presents tools and cases addressing both kinds – for example:

   → ESSENTIALS OF MIGRATION MANAGEMENT 2.0 (EMM2.0) (TOOL NO. 1.6) and INTER-AMERICAN COURSE ON INTERNATIONAL MIGRATION (TOOL NO. 1.7) aim to strengthen the general knowledge of government and other stakeholders about migration and its management.
→ More specific technical capacities can be addressed with the PASSPORT EXAMINATION PROCEDURE MANUAL 2ND EDITION (PEPM II) (TOOL NO. 2.2) or the IOM HANDBOOK ON PROTECTION AND ASSISTANCE TO VULNERABLE MIGRANTS (TOOL NO. 4.2).

→ IOM’S LEARNING PLATFORM “E-CAMPUS” (TOOL NO. 1.8) contains over 25 online courses in various languages on different migration-related topics.

2. **Strategic capacity:** Capacity to think strategically, plan and adjust, to take appropriate and effective action in the short and long term. Examples: GUIDELINES ON MAINSTREAMING MIGRATION INTO LOCAL DEVELOPMENT PLANNING (TOOL NO. 1.9) and MY JMDI TOOLBOX (TOOL NO. 1.10) support local actors’ efforts on mainstreaming migration into local development strategies and policy planning.

3. **Operational capacity:** Capacity to accomplish individual and organizational tasks and implement projects. Example: THE REINTRODUCTION HANDBOOK (TOOL NO. 4.1), offers practical guidance to various stakeholders involved in providing reintegration-related support to returning migrants at different levels and at different stages – project developers, project managers and case managers, and other reintegration practitioners – for designing, implementing, monitoring and evaluating reintegration assistance programmes.

4. **Collaborative capacity:** Capacity to build relationships and facilitate communication, cooperation and coordination with other actors in pursuit of collective outcomes. Example: GUIDANCE ON REFERRAL MECHANISMS FOR THE PROTECTION AND ASSISTANCE OF MIGRANTS (TOOL NO. 4.4), provides advice to government officials and practitioners working on migrant protection and assistance on how to develop and implement – at the national, local and transnational levels – referral mechanisms that are based on cooperation between multiple stakeholders, to provide protection and assistance services to vulnerable migrants.

5. **Analytical capacity:** Capacity to capture pertinent information and reflect critically on its implications. Example: GUIDANCE ON “MIGRATION PROFILES: MAKING THE MOST OF THE PROCESS” (TOOL NO. 1.5) explains in detail how governments and implementing partners can develop (extended) migration profiles that are based on thorough analytical work, interpreting migration data, making conclusions on interdependencies between migration trends and events, and relevant policies and legislative frameworks.

6. **Adaptive capacity:** Capacity to respond in a proactive manner to trends, changes and opportunities arising in the environment. Example: THE HUMANITARIAN AND SECURITY BORDER MANAGEMENT SIMULATION EXERCISE TO ENHANCE CRISIS RESPONSE CAPACITIES IN NIGER “SIMEX SAHEL - TILLABÉRI 2018” (CASE NO. 2.7) aimed at enhancing capacities of the authorities to swiftly respond to rapid large-scale population movement.

7. **Innovative capacity:** Capacity to create innovative approaches and solutions, with new mechanisms and processes. Example: THE DOCUMENT EXAMINATION LABORATORY MANUAL FOR THE IMMIGRATION ENVIRONMENT (DELMIE) (TOOL NO. 2.4) is designed to provide guidance on the development of an appropriate document examination facility, which is nowadays a requirement for all border control environments as a response to constantly increasing volume of international travel, rising time pressures, advancing passport security features, and constantly evolving methods used by people crossing borders illegally.

8. **Influencing capacity:** Capacity to influence decisions and trigger change in the organization and the wider system. Example: MODULES OF THE “MIGRATION, ENVIRONMENT AND CLIMATE CHANGE: TRAINING MANUAL (FACILITATORS’ GUIDE)” (TOOL NO. 5.1) are designed specifically for policymakers from different ministries and agencies who have a “stake” in environmental migration. The aim is to, inter alia, enhance their capacity to contribute to key policy processes, in particular the climate negotiations and national and regional disaster risk reduction and climate policies.

While understanding migration issues is paramount for migration management actors, the typology shows how capacities other than technical capacities also importantly influence their performance. It is therefore suggested to staff involved in capacity development not only to concentrate on technical capacities, but also to identify and address other critical capacities needed to allow migration management actors to perform their functions more effectively.
The capacity development process
To achieve tangible and sustainable outcomes of capacity development, it takes a comprehensive, programmatic and process-oriented approach. A model commonly used by United Nations and other organizations to explain how to prepare and implement effective capacity development interventions breaks down the capacity development process into five phases. The present guidance aims to give an overview of the process, and provides key considerations for each phase.

**FIVE PHASES OF THE CAPACITY DEVELOPMENT PROCESS**

Capacity development is not a linear process. Ideally, a capacity development process would follow the phases in the sequence indicated in the model, and be continued in a spiralling process, with new interventions building upon the results, experiences and insights gained. In practice, the phases will to some extent overlap in time, entry points will vary, and processes need to be adapted to the concrete institutional setting and specific issues at stake. There is, thus, no “one-size-fits-all” methodology for capacity development. In many cases, IOM’s support to capacity development in a certain area does not start from zero (for example, a dialogue on migration management has already been established through previous project cooperation), or the counterpart organization may already have carried out capacity development efforts on its own or with other external support (for example, a useful capacity assessment has already been carried out).

Given that much of capacity development support is project-funded and often provided with short time horizons, it will not always be possible to plan and carry out a comprehensive capacity development process within the scope of one single project. What is important, however, is to plan individual projects based on sound analysis and a strategic approach, so that individual projects become elements in a broader, coherent process towards formulated capacity development goals. Sequencing of interventions in project phases and leveraging complementarity between projects (IOM’s own and others) are ways to do this. An example of how different phases of the capacity development process manifest themselves in several consecutive project phases can be seen in THE BORDER MANAGEMENT PROJECT IMPLEMENTED IN THAILAND (CASE NO. 2.6).
A strategic approach or vision for capacity development should be formulated at the level of the IOM country office. It can be included in the IOM country strategy, thematically based or a dedicated capacity development strategy. In each case, it should support the general objectives agreed for the cooperation between IOM and its main counterparts, align to national policies and priorities, and be reflected in overarching country cooperation frameworks (memorandums of understanding, UNSDCF or similar) where relevant and possible.

The IOM MAURITANIA COUNTRY STRATEGY 2020–2023 (CASE NO. 1.16) has been developed with capacity strengthening of national migration management stakeholders as a pivotal theme. The Strategy and the results matrix linked to it are designed with the intention to guide project development and, thus, provide more coherent support to the Government and other key stakeholders in Mauritania. Every new project that is developed must align with the objective and outcome indicators of at least one of the three strategy pillars. The Strategy was developed in close dialogue with both the Government and United Nations agencies.

Having described a strategic approach for IOM’s capacity development support in a concrete migration management context provides a good basis for project design. The formulated capacity development goals and prioritized areas of intervention can help to mould out the project design in case of a specific request from a donor. Areas in need of capacity strengthening identified in the capacity development strategy can be used to reach out to potential counterparts and donors, in briefing sessions or in other dialogue opportunities, to talk about cooperation opportunities.
Capacity development outcomes can only be achieved and become sustainable if there is ownership by those organizations and individuals whose capacities are being developed. It is therefore crucial to align capacity development support in migration management to government policies, priorities and needs, and to plan and carry out capacity development processes in a joint fashion with counterparts.

To understand the national migration management context and identify critical issues and key stakeholders for the capacity development process, initial context and stakeholder analyses should be conducted, or consulted if already existing. (For practical guidance on how to conduct a context analysis see here.) If any capacity development processes or initiatives, national or facilitated by other providers of capacity development support, are already ongoing, avoid duplication and seek coordination. National counterparts, the United Nations Country Team or other development partner working groups will often have useful overviews or mappings of ongoing initiatives.

Capacity development of governments should also consider the subnational level, which is among others addressed by the Joint Migration and Development Initiative. Local authorities are at the forefront of responding to migration, and often face the most challenges in relation to resources, understanding and competencies. Bringing both central and local level authorities together in capacity development endeavours can enrich discussions with local level experience and knowledge, and enhance mutual understanding and improved vertical coordination and coherence for better implementation of national priorities and policies.

Ownership might or might not be present from the outset, held only by certain parts of an organization or system, or change over time. A concrete way of looking at ownership is assessing change readiness, key questions being:

→ Are the incentives for the organization to change stronger than the constraints?
→ Is the envisaged change linked to an ongoing policy planning and implementation process?

→ Are key decision makers committed and ready to devote time and resources (human, physical and financial), and are managers and staff prepared to actively engage, both during and after implementation of a joint capacity development project or programme?

At this stage, the Chiefs of Mission have an important role to play on the IOM side. Particularly if the interest demonstrated by decision makers of a potential counterpart is not clear, the Chiefs of Mission function of developing and maintaining liaison with government authorities and facilitating the implementation of activities can be of key importance (see the IOM Chiefs of Mission Handbook).

Trust-building and sufficient depth and quality of the dialogue around capacity development are preconditions for providing effective support. This should arrive at a formulated joint vision of the endeavoured situation to which the capacity development process should lead (Danida, 2011). Dialogue around capacity development can start based on existing migration management projects or technical cooperation at operational level, or through engaging in policy level initiatives such as the Migration Governance Indicators or Migration Profile processes facilitated by IOM. Facilitated by IOM’s coordinating role of the United Nations Network on Migration, dialogue on capacity development can also be initiated within the context of broader national policy dialogue on issues such as implementation of the GCM and the 2030 Agenda for Sustainable Development.

The Migration Governance Indicators (MGI) tool is one way to initiate dialogue at the policy level and help counterparts identify strengths and weaknesses in their national frameworks (more about MGI and its practical application at the national and subnational level can be found in tools NO. 1.1 and NO. 1.2 in the Toolbox). Another is to assist government in the production of an extended migration profile to describe and analyse the current migration situation and trends, as well as the national migration management framework and needs for further development. How to make the most of the migration profile process is explained in IOM’s guidance tool (TOOL NO. 1.5 in the Toolbox).

In Albania, the MGI (CASE NO. 1.13) not only served for assessment of the national migration governance system, and gaps and needs identification, but also led to a deeper collaboration between IOM and the Government. It further engaged the Government in a dialogue on the needs prioritization based on the MGI findings. Moreover, the MGI assessment informed the development of the new national migration strategy, and the Government decided to link future mid-term revisions of the strategy with a follow-up MGI assessment.

Training courses such as those offered under the forthcoming ESSENTIALS OF MIGRATION MANAGEMENT 2.0 (TOOL NO. 1.6) can be good entry points for discussing strategic migration management and governance priorities, as well as the planning of more comprehensive capacity development processes. When discussing with counterparts how to situate their migration management work in relation to the objectives of the relevant global frameworks, IOM guidance materials and training on migration and SDGs, GCM and MiGOF (for example, MIGRATION AND THE 2030 AGENDA: A GUIDE FOR PRACTITIONERS (TOOL NO. 1.3)) can help foster discussion of strategic priorities.

Direct inclusion of migration management actors and their representatives in continuous communication on migration-related issues, such as fora, regional consultative processes, communities of practice, also foster their engagement in a capacity development process. An example is the VIRTUAL COMMUNITY OF PRACTICE ON THE IOM RETURN AND REINTEGRATION PLATFORM (TOOL NO. 4.11) described in the Toolbox.
The purpose of a capacity assessment is to identify what capacities already exist and what capacities may need strengthening to reach the defined overall strategic objectives for migration management. These can be given by the mandate of the organization, the objectives of a sector strategy, policy or similar. The identified and assessed capacity assets and capacity strengthening needs will serve as input for formulating a capacity development response. A good assessment helps making the capacity development response targeted and, hence, more effective.

The level at which to assess capacities (for example, an organization, parts of it, or a wider system) should be defined depending on the envisaged scope of the capacity development intervention and the outcome of the stakeholder dialogue, analyses and prioritization during the initial phase of the capacity development process. Once this has been defined, specific target groups (units, functions and individuals) can be identified and their capacities can be assessed against their roles and functions to prepare the ground for the capacity development response.

Capacity assessments mostly identify capacity gaps, but it is sometimes neglected to also acknowledge capacity assets – that is, existing and possibly well-founded capacities that might be further developed or serve as a basis for developing new capacities. An exclusive focus on capacity needs or gaps can imply a risk of demotivating the participating individuals or organizations and making processes less effective, and also bears the risk of setting unrealistic capacity development goals if the identified capacity gaps or needs are very large. Gaining an appreciative, yet realistic, understanding of what capacities are there is a good starting point.

Capacity assessments can be carried out at different points of a planning or programming cycle. Ideally, they should be repeated at predefined key moments of the capacity development process (before, during and after implementing the capacity development response) as part of the
monitoring, to establish a baseline, track progress and allow for adjustments.

Before launching a capacity assessment exercise, however, it is advised to look at what assessments may already have been carried out by others – for example, a United Nations Common Country Assessment, sector capacity assessments supported by development partners, or capacity assessments of specific organizations. To the extent relevant, these should be used as a first step and then complemented by more narrowly defined assessments, targeting specific aspects of the thematic issue at stake. Sharing and using existing information also prevents overburdening of counterpart organizations.

Capacity assessments should include a simple mapping of present performance of the organization, sector, or area being assessed – that is, the actual services delivered and/or regulatory functions carried out described in quantitative and qualitative terms. This helps to target the capacity development response towards the critical capacities needed to provide these services and functions and, thus, contributes importantly to defining the baseline for measuring progress.

A joint assessment or facilitated self-assessment is a good way to continue the stakeholder engagement described under Phase 1 of the capacity development process. The advantage of participatory capacity assessments is that they forge ownership and build the analytical capacity of participants as well as the ability to assess their own capacity needs in migration management. Therefore, IOM border and migration management assessments (TOOL NO. 2.1) are carried out in a participatory manner with government officials: (a) the scope of the assessment is generally defined in close cooperation with the requesting government; (b) the assessment is conducted with the assistance and active collaboration of senior government officials responsible for migration and border management; (c) countries often ask for national immigration and border officers to be part of the assessment team; (d) drafting and recommendations are developed in consultation with the relevant government; (e) assessments are only finalized after agreement with relevant government officials.

The design of the assessment methodology and the customization of the tool to be used will depend on the analytical capacity of the assessors, but generally it is recommended to keep the exercise relatively simple and focused. The risks of too complex assessments are that they take long periods of time and, by the moment the assessment report is finalized, the situation may have changed. Also, the number of recommendations following large-scale assessments can make their implementation challenging. The following are examples of simple capacity assessment tools that can be adapted to the specific purpose and context:

→ The scorecard – This can be an effective tool to help counterparts prioritize and group their capacity needs and determine what capacities should be strengthened to improve performance. The scorecard should be tailored to the specific situation and context, and the prioritization process should be facilitated. The table in ANNEX 2 shows an example of a simple rating system based on the generic capacities presented in the capacity typology in SECTION 2.2. It provides a description of the criteria for each rating (low, middle and high), accompanied by a qualitative assessment. The qualitative assessment should be short and concise, pinpointing the reasons for the rating. Another example, showing a more elaborate, thematically focussed scorecard, can be found in the capacity development monitoring guidance developed for the Global Environment Facility (GEF, UNDP and UNEP, 2010).

→ The “Spider Diagram” (ANNEX 3) – This can illustrate how a set of capacities changes over time by rating these at key moments in the process (for example, initial, midway and at the end). The tool can be applied at different levels of intervention (organizational, individual or systemic) and the capacities shown on the axes of the diagram can be adapted to the targeted types of capacities. It is a good visual tool to spur discussion among participants and generate a shared vision of purpose and progress of the capacity development process.

For inspiration, more detailed guidance can be found in the UNDP Capacity Assessment Practice Note (UNDP, 2008a) and Capacity Assessment Methodology User’s Guide (UNDP, 2008b), which also contains templates and useful indicator examples.

IOM undertakes different forms of migration management assessments. They can cover either the migration governance/management system as a whole (for example, the assessments for migration governance in Zimbabwe and in the Caribbean, the latter developed under the WESTERN HEMISPHERE REGIONAL MIGRATION CAPACITY-BUILDING PROGRAM (CASE NO. 1.15), management in a particular thematic area (for example, needs assessment of movement management in Armenia) or a segment within a thematic area (such as the needs assessment of counter-trafficking response in Georgia).

Capacity assessment instruments and methods are presented in some of the IOM thematic capacity development tools, such as the HEALTH, BORDER AND MOBILITY MANAGEMENT FRAMEWORK (TOOL NO. 6.1), IOM GUIDANCE ON REFERRAL MECHANISMS FOR VULNERABLE MIGRANTS (TOOL NO. 4.4), and others.
Formulation of the capacity development response

→ Define the capacity development objective(s) based on the jointly agreed priority areas (Phase 1) and link it to the overall migration management objectives targeted by the IOM project(s) and country strategy; ensure alignment to national and United Nations frameworks.

→ Describe the strategy for the capacity development intervention including a simple theory of change, the approach and methodology, how results will be measured, sustainability considerations and pursued synergies and partnerships with United Nations and other agencies.

→ Through the theory of change establish a clear logic between the capacity development intervention and the envisaged capacity development outcomes, and how these in turn contribute to the overall migration management objectives.

→ Consider how to engage national experts and educational institutions in the provision of capacity development support.

→ Compose an appropriate mix of capacity development methods and activities tailored to the specific capacity needs, target groups and institutional context.

→ Produce a capacity development plan for the implementation of the strategy (as part of the project work plan).

→ Establish how progress and capacity development outcomes will be measured, including specific capacity development indicators and a baseline informed by the results of the capacity assessment (Phase 2).

Combine longer-term capacity strengthening outcomes with some immediate, measurable results to gain and maintain commitment from decision-makers, funders and participants.

Once the capacity needs have been prioritized and capacities assessed, it is possible to further define, together with the counterpart, what the specific objectives and expected outcomes of the capacity development intervention should be. Aiming at a combination of longer-term capacity strengthening outcomes and some immediate, measurable results improves the chances of gaining commitment from decision makers and funders, as well as maintaining the motivation of direct stakeholders throughout the process.

The objective of the capacity development intervention should be anchored in the mandate of the counterpart organization to ensure that the targeted capacities are central for achieving its mission. From IOM’s perspective, it is important that the objective of the capacity development intervention
is linked to the objectives and theory of change of the overall migration management programme or project, and country level strategies (including, if one exists, an overall or thematic capacity development strategy). In the project formulation process, the CD4MM package should be used together with general IOM guidance, such as the Project Handbook and relevant thematic guidance.

A simple theory of change should be outlined to explain how the capacity development process is expected to strengthen targeted capacities and, ultimately, lead to better performance, and how this in turn will contribute to the desired outcomes at the overall migration management programme or project level. The formulation of a theory of change mostly starts from the desired change – that is, at the overall objective of the intervention — and then works backwards, explaining what preconditions and outcomes would need to be in place to get there. To this end, possible outcome pathways are defined that establish causal linkages between activities, and short-term and longer-term outcomes, until reaching the objective. Each outcome should be provided with at least one indicator to allow for measuring progress. A theory of change is often constructed in the form of a visual map presenting the elements and linkages in a chronological flow. The following set of questions can be used to guide the process (adapted from: INTRAC, 2016):

**Guiding questions for a theory of change:**

- What is the overall objective of the capacity development intervention?
- What thematic areas and/or strategic focus areas should be targeted?
- What capacities should be strengthened – and who is supposed to benefit?
- What type of capacity development support is proposed?
- How is the capacity change expected to occur, over what time frame, and how will it be sustained?
- How is individual or organizational change expected to contribute to wider change?
- What capacity outcomes should be targeted, and how can they be measured?
- How does the capacity development intervention integrate with wider policy processes or related initiatives on capacity development?
- What are the key assumptions and enabling conditions?

If the country office has formulated an overall strategic approach to capacity development for migration management, or a certain thematic area, this should inform the design of interventions with foreseen capacity development activities, or where these might be relevant to include. When planning a comprehensive capacity development intervention as part of a project or programme, it is advisable to formulate a capacity development strategy. Including some clear strategic considerations on the significance of the capacity development component of a project proposal already at the concept note stage can help ensure the required funding for this from the outset. This is also an opportunity to demonstrate the comparative advantage and added value of IOM as a support provider in capacity development for migration management. Minor interventions, or projects where capacity development is only one component, may not justify the preparation of a dedicated capacity development strategy, but this type of strategic considerations should still be included in the project description.

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9 Theory of change is a commonly used concept to describe the intervention logic of programmes and projects. It can be presented in different forms, often visualised. See e.g. the Theory of change – UNDAF Companion Guidance, (UNSDG, 2017). A brief discussion of similarities and difference between theory of change and logical framework approaches is found here.

10 Examples: ToC - Myanmar livelihood diversification project or ToC - Mongolia climate change and migration project.
A strategy for capacity development should contain:

→ Reference to the CD4MM core principles and methodological approach;

→ The overall objective of the capacity development intervention, aligning to IOM and country strategic priorities and linked into existing country frameworks, such as a UNSDCF;

→ The theory of change for the capacity development process;

→ The specific objectives and target group and capacities for each strategic focus area;

→ Possible partnerships and synergies with other capacity development efforts;

→ Sustainability considerations and how to engage potential national providers of capacity development support (for example, universities or training institutions for civil servants) in the process;

→ The expected capacity development outcomes (improved service delivery and regulatory performance).

Once the overall objectives and strategy for the capacity development intervention are in place, a capacity development mix and sequence need to be developed. A capacity development mix is a set of capacity development tools and methods which have been specifically tailored to the objective and expected outcomes of the intervention, its scale and budget, target group(s) and other factors. The mix of methods should be based on a good understanding of existing capacities, needs and expectations, as well as available methods and tools. It should be guided by the theory of change. The sequencing of activities should ensure a logical flow between the different capacity development activities and cover preparation, implementation and follow-up of the intervention (including the tracking, monitoring and evaluation).

EXAMPLES OF CAPACITY DEVELOPMENT METHODS (BY LEVEL):

INDIVIDUAL LEVEL

Training, training of trainers/cascading, on-the-job training, mentoring, coaching, shadowing, competency development, action-learning, leadership development, communities of practice, study tours, exchanges, peer-to-peer learning, interactive e-learning

ORGANISATIONAL LEVEL

Methods addressing business processes and management systems, such as organizational assessment/functional analysis, organizational development/learning methods, knowledge management, technical assistance, institutional twinning

SYSTEMIC LEVEL

Migration management assessments, contextual and institutional analysis, support to development of policy, legal and institutional frameworks; facilitation of mechanisms of multi-stakeholder cooperation and coordination within/ across sectors, relationship-building and information sharing
A capacity development mix and sequence are usually reflected in the project documents, but, depending on the intervention, they can take the form of a more detailed capacity development plan.11 An example is the European Union–IOM Joint Initiative for Migrant Protection and Reintegration in East and Horn of Africa, where a dedicated ACTION PLAN FOR CAPACITY DEVELOPMENT OF THE ETHIOPIAN GOVERNMENT AND OTHER PARTNERS WAS DEVELOPED (CASE NO. 4.14). Such a plan, which is an informal instrument, was required due to the large scale of the intervention and the infeasibility to include such level of detail in the project documents. Various capacity development measures are grouped based on the recipients of the capacity development support, the implementation time frame and other factors. A baseline should be established (using the results of the capacity assessment, if one has been carried out beforehand) to allow for tracking, monitoring and evaluation of the capacity development process,12 and capacity development indicators should be formulated and integrated into the project results matrix to allow for monitoring and evaluation of capacity development outcomes.

Who should facilitate and participate in the capacity development process?

When defining the target group(s) for an intervention, the theory of change should also be able to provide guidance. Depending on what the capacity development action is intended to achieve, the target group may be technical level staff, with a view to strengthening capacities to implement existing policies and programming, or political or high-level officials, to support policy change and decision-making. Often, a combination of different target groups will be required to achieve the desired changes. This may also require looking beyond the principal counterpart organization or other obvious migration management stakeholders. As experience shows from, among others, the Joint Migration and Development Initiative, this can be facilitated by the existence of or support to create migration-related intergovernmental coordination mechanisms, which is also in line with the GCM’s whole-of-government approach to migration governance.

In this phase, the enabling conditions for a successful capacity development intervention should be explored, together with the partner to establish what is realistic in terms of facilitation, resources and time frame. Furthermore, the time that participants can be expected to spend should be discussed, as well as how to foster motivation for the target group to engage actively in the process. For example, THE TRAINING CURRICULUM FOR MUNICIPALITIES ON MIGRANT INTEGRATION (TOOL NO. 3.4) recommends to make clear to the participants prior to the training session that they are expected to be present during all days and that participation implies commitment to fulfill the training tasks. It also suggests how to strengthen connection of the training sessions with practice thus keeping up participants’ interest.

In order to promote ownership and sustainability, to the extent possible, involvement of national providers of capacity development support should be sought. These could be training centres for civil servants, universities and research institutes, or

A capacity development plan should contain:

- The objectives of the capacity development intervention;
- A description of the selected facilitator and participant profiles;
- A brief explanation of the capacity development mix;
- A detailed overview of the capacity development activities;
- An explanation of the sequencing with a timeline;
- A budget for the capacity development intervention;
- A methodology and plan for measuring progress and results of the capacity development process (integrated into the overall monitoring and evaluation (M&E) framework if the intervention is part of a larger project or programme).

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11 See, for example, the UNDP guidance and templates for drafting a capacity development plan in the health sector (UNDP Capacity Development for Health).

12 Tracking concerns the recording of capacity development information, while monitoring is about assessing the evolution of the capacity development process, and evaluation concerns capacity development outcomes and impact.
national non-governmental organizations (NGOs) or consultancy companies offering such services. Depending on existing capacities, these could take on immediate responsibility for facilitation of training and/or other parts of the capacity development intervention, or themselves gradually be strengthened through an appropriate joint implementation process to eventually be enabled to provide relevant capacity development support independently.

In many of the country contexts where IOM operates, there is also the presence of other external actors – including multilateral agencies (such as other United Nations agencies), bilateral development agencies and international NGOs – that support capacity development of national migration management actors. It is important to avoid duplication and enhance coordination. This also entails analysing how IOM can add the most value by providing capacity development support in areas where the agency is particularly competent or has a comparative advantage. If, for instance, an ongoing public sector reform programme entails strengthening of the functional capacities of a ministry or agency with migration management functions, IOM could link up to this, providing support to the development of technical capacities. In this way, concrete synergies could be achieved.

For practical guidance on how to translate envisaged capacity development interventions into IOM project formats (for example, project coding, budgeting and reporting), please refer to the IOM Project Handbook. Some IOM tools contain guidance on capacity development response formulation in specific thematic areas, such as the IOM GUIDANCE ON RESPONSE PLANNING FOR VULNERABLE MIGRANTS (TOOL NO. 4.3) and the TOOLKIT FOR DESIGNING AND EVALUATING COUNTER-TRAFFICKING PROGRAMMES (TOOL NO. 4.7).
3.4
Implementation of the capacity development response

→ Ensure participation of the right target groups (entities, functions, units and staff groups) based on the capacity development objective, strategy and assessment.
→ Use facilitators with capacity development experience, appropriate profiles and the required language skills and context knowledge.
→ Ensure that the chosen methodologies work in the context and for the specific target group(s).
→ Define moments for feedback and reflection, and allow for possible adjustment of the capacity development mix.
→ Carry out tracking and monitoring.

Choose appropriate tools and apply them effectively: capacity development is about human and organizational change processes. Tools and their application should therefore be tailored and adjusted to emerging needs and changing circumstances.

With a capacity assessment serving as a baseline, a capacity development strategy with a clear objective, and a tailored capacity development mix, the capacity development process is solidly grounded. Each capacity development intervention is unique. Its implementation will depend on its objective and design, scope and complexity, and on the interaction between those who provide capacity development support on behalf of IOM and the counterparts who are the subject of the capacity development process. In terms of scope and complexity, IOM capacity development interventions vary from one-off activities to multi-year, multi-country, multi-thematic programmes, such as the WESTERN HEMISPHERE REGIONAL MIGRATION CAPACITY-BUILDING PROGRAM (CASE NO. 1.15) and other similar programmes in Africa, Asia and the Western Balkans.

The participants (entities, functions, units and staff groups) in the planned capacity development intervention should be carefully selected, based on the profiles defined in the capacity development strategy and the theory of change on which it is based, the results of the capacity assessment, as well as gender and other relevant inclusiveness considerations. Who participates in the capacity development activities will ultimately be the decision of the counterpart organization(s), but clearly described participant profiles, targeted invitations and open discussions with counterparts regarding participation and desired outcomes can help ensure the right composition of participants. As an example, the INTER-AMERICAN COURSE ON INTERNATIONAL MIGRATION (TOOL NO. 1.7) applies a targeted approach to the selection of participants of its annual training sessions.
Another crucial issue is the selection of relevant **facilitators** for the capacity development process in question. The most appropriate facilitators will have both knowledge of substance and proven process facilitation skills, and may be internal or external to IOM. It can be an advantage to create tandems composed of internal and external facilitators, or local and international specialists, with complementary expertise, competencies and experiences. It is important to recognize that government officials have the knowledge and expertise of their own context and country, and bring this into play. Where possible, facilitators should be chosen who speak the local working language, as this enables much more direct and dynamic interaction. The **IOM Training Manual on Migration, Environment and Climate Change (Tool No. 5.1)** provides specific recommendations on the desired profile of facilitators.

As widely evidenced, including in IOM capacity development interventions, the most successful capacity development efforts tend to be interactive, ensure knowledge exchange and facilitate discussions and group work. For instance, in training situations, facilitators should provide tools and guiding questions, and work with examples and case studies from the country/region. They should essentially help participants arrive at their own conclusions and understanding, ensuring more effective learning and empowering officials in their capacity to effect change. That said, cultures and learning methodologies are diverse across all countries. Considering this when designing the capacity development methodology is crucial. IOM training tools designed with an inbuilt participatory interactive approach include, among others, "**My JMDI Toolbox on Migration and Local Development (Tool No. 1.10)**" and **Passport Examination Procedure Manual 2nd Edition (Tool No. 2.2)**.

Sustainable long-term results of capacity development are best ensured when implementation is managed through national systems and processes rather than by external partners. Depending on the concrete situation and existing capacities, this may be possible from the outset, or through a gradual process where needed functional capacities are strengthened in parallel to targeted technical capacities. **Institutionalizing capacity development** elements into existing staff training programmes for government officials is also a way of mitigating the negative effects of high staff turnover, which can jeopardize the continuity and outcomes of capacity development efforts. In some countries, courses offered at the **IOM Migration Learning Platform E-Campus (Tool No. 1.8)** have become a mandatory part of the curriculum for government officials. In Panama, for example, new police officers must complete two IOM courses on countering human trafficking.

It is crucial to track essential information about the capacity development support from the outset. This entails determining what to measure to record the evolution of the target group’s capacities and performance, and who should be responsible for the tracking. If possible, counterpart staff should participate in the tracking process. Observations about the quality and effectiveness of the capacity development intervention should be recorded as part of the tracking process.

The process should allow for **adaptation** based on information derived from **tracking and monitoring**, including feedback from the target group during the capacity development process. Moreover, especially for organizational and systemic level capacity development interventions, external events or changes may significantly influence the evolution of the capacity development process. It is therefore important to review the capacity development mix and its application on a regular basis and, if necessary, adjust the balance and sequencing of the types of capacity development, and consider the use of complementary approaches as relevant. **Case No. 6.4 on Sri Lanka National Migration Health Policy** demonstrates how the capacity development intervention was adapted based on consultations and other forms of dialogue with the stakeholder.

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13 A facilitator, in this context, is a person (or entity) who assists and accompanies individuals, organizations or groups of actors through a capacity development process. The facilitator may adopt roles such as trainer, coach, mentor, strategic advisor, technical advisor or change process facilitator, among others.
3.5 Monitoring and evaluation

- Define from the outset how progress and outcomes of the capacity development process will be measured.
- Carry out tracking on a regular basis and monitoring at key moments.
- Map expected outcomes and develop capacity development indicators (integrate into overall M&E framework, if part of a larger migration management project).
- Reconstruct the “story” of the capacity development process to evaluate it.

Focus on the outcomes of capacity development efforts using a theory of change to establish linkages and a mix of quantitative and qualitative methods to produce relevant evidence.

M&E serves project management, learning and accountability purposes. M&E of capacity development should assess progress made in terms of strengthened capacities of counterparts, capacity development outcomes in terms of improved performance in migration management and migration governance, and, ultimately, the impact on the well-being of migrants and the communities of which they form part. Measuring results of capacity development processes will mostly be an integral part of project or programme M&E. To capture capacity development results in a meaningful way, care should be taken to choose especially suited methods and indicators. Indicators and baseline must be worked in from the outset of the capacity development process, for example, using the context analysis and capacity assessments carried out in preparation of the intervention. Finally, the quality and effectiveness of the capacity development process should also be addressed by M&E efforts, based on tracking information recorded during implementation and target group feedback.

The following definitions of capacity development impact, outcomes and outputs are useful to keep in mind when formulating a theory of change and indicators for measuring results of capacity development:

<table>
<thead>
<tr>
<th>IMPACT</th>
<th>An actual or intended change in human development: Captures change in people's lives/people's well-being.</th>
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<tbody>
<tr>
<td>OUTCOME</td>
<td>An actual or intended change in development conditions that interventions are seeking to support: Relates to changes in an institution’s ability to work better and fulfill its mandate, involving change in institutional performance, stability and adaptability.</td>
</tr>
<tr>
<td>OUTPUT</td>
<td>A short-term development result produced by project and non-project activities: Product and/or service that makes achievement of outcomes possible, provided across four core issues: institutional arrangements, leadership, knowledge and accountability.</td>
</tr>
</tbody>
</table>

Adapted from: UNDP, 2010, Annex I.
Monitoring is important for project management, but also to provide the required progress documentation to allow for later evaluation of the capacity development intervention. For example, the EMM2.0 (TOOL NO. 1.6) trainers are expected to regularly check with the course participants as they continue to develop sections of the post-training action document, and record whether the document has been completed at the end of the three-to-six-month tracking period, and what actions have resulted from the training.

A monitoring plan should be prepared to ensure the collection of essential data at each point of the intervention. It should define the type of information needed for each intervention level and element, the format, when it should be done, and who is responsible. Formats or tools should be adapted to the specific activities and context. When assigning responsibilities for information collection and progress tracking, it should be considered to what extent counterpart staff can take part. Particularly in comprehensive capacity development programmes or during cascading processes, this can be a good practice. However, it needs to be planned and may initially require capacity development in data collection and reporting (and hence the allocation of time and resources). To ensure the learning element of monitoring, consider including periodic joint reflections on progress, developments in the organizational and external context, and possible needs for corrective action.

Evaluations of capacity development interventions and their outcomes should, in principle, follow the general framework applied to evaluations following the OECD–DAC evaluation criteria. These need to be translated into specific indicators, however, to appropriately measure capacity development results as well as the contribution of capacity development to the overall objectives of a migration-related project, programme or strategy. In IOM, evaluations of capacity development interventions mostly are carried out as project evaluations, either as capacity development projects or as components of other projects. To achieve a more comprehensive approach to capacity development, the outcomes of an individual intervention should be seen as forming part of a broader, programmatic effort to strengthen national migration management and governance capacities. Outcomes should therefore be viewed against the strategy or strategic considerations formulated at the outset.

It is a common pitfall in the evaluation of capacity development interventions that the standard logical framework or results chain model are too generic, resulting in a “black box” in the middle of the depicted change process. To avoid such a leap in the causal logic, special attention must be paid to the outcome level, thus making sure that the change logic does not jump from immediate results (output) to the ultimate goal (impact).

Example of outcome level capacity development indicators:

A capacity development intervention aiming at “enhancing the fulfilment of the human rights of migrants” (impact) may involve training of staff from the national Border Management and Security Agency resulting in an “increased number of frontline staff with awareness and knowledge of migrant rights” (output). This could, together with other outputs (e.g. strengthened internal control systems) and/or factors beyond the project, contribute to better performance of the Agency (outcome):

**Outcome:** “The national Border Management and Security Agency adheres to human rights of migrants in its work”.

**Indicators:**

- “The number of reported complaints about violations of human rights of migrants by Agency staff” (e.g. to internal mechanisms, oversight authorities, Ombudsperson, courts);

- “Number of the Agency’s staff members held liable for violations of migrant rights.”

The recent push in IOM towards using a theory of change approach in the development of results frameworks is expected to facilitate M&E of capacity development processes. The theory of change of the intervention helps to establish the contribution, and where plausible attribution, of the capacity development efforts towards strengthened capacities and, consequently, towards the envisaged outcomes in terms of improved performance.
This should, however, also consider other factors which may have influenced the process.

Formulating meaningful indicators to measure results of capacity development is often found to be difficult, but there are many examples of indicators for inspiration (see, for instance, “Measuring Capacity – Annex 1” (UNDP, 2010; or “The Capacity Development Results Framework - Annex 4” (World Bank, 2012)).

Due to the complexity and sometimes indirect linkages of capacity development to the actual outcomes, a combination of conventional results frameworks with quantitative indicators and other, more qualitative and explorative methods is needed to fully establish the changes occurred. To capture the gradual nature of capacity change, formulation of “staged indicators” can be an appropriate method (see an example here (GEF, UNDP and UNEP, 2010)).

These include Outcome Mapping and the Most Significant Change Technique (INTRAC, 2017a, 2017b). Outcome Mapping is a methodology for planning, monitoring and evaluating social change. The process of mapping outcomes helps define the target group, the change strategies and the expected changes. Results are measured in terms of changes in behaviour, actions and relationships. Outcome Mapping can hence be linked to the theory of change. The Most Significant Change technique is a participatory form of monitoring and evaluation. Significant Change Stories provided by stakeholders can contribute to a more complex analysis of the outcomes and impacts achieved as a result of a capacity development process. The joint analysis can also contribute to organizational learning.

IOM has a range of internal M&E guidance materials. These include, among others, Module 6 of the IOM Project Handbook for specific guidance on including plans of evaluation in project development, the IOM Evaluation Policy, the Monitoring and Evaluation Toolkit (also in French and Spanish), which explains the results based matrix and the linkages between activities, outputs, outcomes and objectives, as well as a special guidance note on continuity of M&E interventions during COVID-19. Moreover, thematic IOM capacity development tools often contain a chapter on evaluation of the relevant interventions, such as Module 5 of the IOM Reintegration Handbook (TOOL NO. 4.1 in the Toolbox), Guidelines on Integrating Migration into Decentralised Cooperation, Guidance on Response Planning for Migrants Vulnerable to Violence, Exploitation and Abuse (TOOL NO. 4.3) and some others. Evaluation reports, including those of capacity development projects, as far back as 1985, can be found in IOM’s evaluation repository (instructions on how to search are provided). Evaluation reports of projects or programmes that have been entered into PRIMAforAll from 2019 onwards are accessible in PRIMA only.

In addition, there is a large body of useful external resources providing guidance on quantitative and qualitative methods for measurement of capacities and capacity outcomes. Many of these can be accessed through the websites of United Nations and other development agencies, a selection is offered in ANNEX 1. The BetterEvaluation.org platform offers access to a vast body of evaluation methodology and tools, including on capacity development.

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15 The World Bank also offers a database allowing users to search for concrete capacity characteristics and indicators. External users can request a searchable Excel document by emailing capacity4change@worldbank.org.
04

Capacity development perspectives
The purpose of introducing the CD4MM package has been to provide a common approach and language for IOM’s capacity development efforts. As an area with a strong and growing focus on longer-term capacity strengthening of government and other key stakeholders, migration management has served as the point of departure. The general approach and principles, however, are no less relevant for capacity development in other areas of IOM’s work.

Beyond each of the key principles, concepts and phases presented in this note, much additional and more specific guidance can be found, both outside and inside the Organization, a selection of which is referenced in the CD4MM Toolbox. Below, a few more recent trends are mentioned that emphasize certain aspects or propose new concepts for understanding and strengthening the development of capacities of organizations and systems.

The capacity of organizations to adapt proactively to their surroundings, interact with other actors to change the wider system and contribute to collective impact has become central themes in organizational and systemic capacity development. In adaptive management, experimentation and analysis lead to continuous adaptation and learning to ensure that strategies are reviewed and management approaches improved in response to changing stakeholders’ needs and the evolution of the environment. Effective adaptive management involves proactive, innovative and visionary behaviour based on the capacity to pick up on trends and inform strategy by foresight. Organizational innovation, such as organizational learning mechanisms across teams and departments, and promoting innovation as part of the organizational culture, is another trend.

Capacity development in fragile contexts is the subject of an emerging body of publications (UNSDG, 2013; ECPDM, 2007; Baser, 2011), and is relevant for many places where IOM supports strengthening of migration management capacities. Whereas the basic principles — such as ownership, comprehensiveness and adaptability, for example — are no different from more stable contexts, several challenges and dilemmas for capacity development are far more pronounced.

Fragile situations are complex and unpredictable. It is therefore important to be flexible and react quickly when incidents or contextual changes occur. At the same time, managing the political aspects of capacity development in an environment of polarized power relations, distrust, and fragile or disrupted social systems, is a complex challenge requiring in-depth situational understanding and careful decision-making. Short-term priorities, such as enforcing security, providing protection, and building trust and legitimacy of government institutions, need to be managed alongside long-term transformation of organizations and institutions for effective governance and service delivery.

During interventions in fragile contexts, it is particularly important for IOM, as the United Nations Migration Agency, to coordinate with other United Nations agencies, but also with donors and other providers of capacity development support, both to ensure that support is provided in an effective and contextually appropriate manner, and to promote local ownership and avoid undermining existing local capacity.

Another case in point is COVID-19. The pandemic and the measures to contain it pose a challenge to capacity development activities, normally relying on physical presence, be it as workshops, meetings, or daily accompanying of work routines, for example. Online meetings, webinars and other types of virtual interaction have come to replace physical meetings, and new ideas are constantly developed. IOM already offers online learning resources on different migration related issues. A number of these can be found via the E-CAMPUS PLATFORM (TOOL NO. 1.8) and more are forthcoming, such as under the ESSENTIALS OF MIGRATION MANAGEMENT 2.0 (TOOL NO. 1.6). Facing restrictions related to COVID-19, the HELIOS PROJECT PROVIDING INTEGRATION SUPPORT TO BENEFICIARIES OF INTERNATIONAL PROTECTION IN GREECE, PARTICULARLY INTEGRATION COURSES (CASE NO. 3.5), swiftly reformatted and relocated the learning content to an online platform. This experience can be applied for quick transition of the offline courses to e-format also for migration management actors when circumstances demand so. Developing online learning products and alternative virtual capacity solutions can be challenging; the Online Learning Framework is a set of tools and recommendations that provides guidance and promotes shared standards for the development of online learning solutions at the United Nations.

In many country settings where capacity development in migration management is carried out, the basic conditions in terms of digital infrastructure, organizational procedures and personal skills may be limiting factors. This must be considered in the implementation of ongoing capacity development interventions and in the preparation of new ones. Options may include support to install or strengthen information technology solutions that fit the organizational context of the counterpart; training of staff and management to improve digital communication skills; and, not least, adapting capacity development methods and tools to the new digital modes of interaction (for example, materials, length of sessions, methods for stimulating group discussions and joint activities while keeping apart).
Annexes
Annex 1
Further reading on capacity development process, methodology and topics

Capacity development approaches and concepts:
→ Capacity development: A UNDP Primer (UNDP, 2009)
→ How to note – Capacity development (DFID, 2013)
→ The Waters of Systems Change (Kania, J., M. Kramer and P. Senge, 2018)

Phase 1 – Stakeholder engagement and prioritization:
→ Context analysis (HPN, ODI, 2019)
→ A results-oriented approach to capacity change (Danida, 2004)

Phase 2 – Capacity assessment:
→ Capacity Assessment Practice Note (UNDP, 2008a)
→ Capacity Assessment Methodology User’s Guide (UNDP, 2008b)
→ Example of capacity scorecard (GEF, UNDP and UNEP, 2010)

Phase 3 – Formulation of the capacity development response:
→ Theory of Change UNDAF Companion Guidance (UNSDG, 2017b)
→ Theory of Change vs Logical Framework – what’s the difference? (ToolsforDev.org, 2013)
→ Tracking Capacity Change (INTRAC, 2016)
→ Preparing a draft capacity development plan (UNDP, n.d.)

Phase 4 – Implementation of the capacity development response:
→ Learning Network on Capacity Development (LenCD.org)

Phase 5 – Monitoring and evaluation:
→ Measuring Capacity (UNDP, 2015)
→ Monitoring and evaluation of capacity and capacity development (ECDPM, 2006)
→ Monitoring and Evaluating Capacity Building: Is it really that difficult? (INTRAC, 2010)
→ Outcome Mapping (INTRAC, 2017a)
→ Most Significant Change (INTRAC, 2017b)
→ Knowledge platform – access to various resources on evaluation of capacity development (BetterEvaluation.org)

Capacity development in fragile contexts:
→ United Nations Guidance Note for Effective Use and Development of National Capacity in Post-Conflict Contexts (UNSDG, 2013)
→ Capacity Development in Fragile States (Brinkerhoff, ECPDM 2007)
→ Perspectives on Capacity Development in Fragile Situations (OECD/DCD, 2011)

Online capacity development:
Annex 2
Capacity typology – Rating for assessment of capacity levels

The table below provides an overview of three capacity levels for each generic capacity (low, medium and high), which serve as generic indicators for rating capacity, which can be complemented by indicators specifically tailored to the context and situation. This rating system can be used for capacity assessment to track and monitor the progress at different capacities.

**OVERVIEW OF THREE CAPACITY LEVELS FOR EACH GENERIC CAPACITY (LOW, MEDIUM AND HIGH)**

<table>
<thead>
<tr>
<th>Generic Capacity</th>
<th>Technical capacity is related to the specific thematic area of a given intervention</th>
<th>Qualitative assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>TECHNICAL CAPACITY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>Technical knowledge and competencies have been acquired by the actor.</td>
<td></td>
</tr>
<tr>
<td>Medium</td>
<td>Technical knowledge and competencies are applied effectively by the actor.</td>
<td></td>
</tr>
<tr>
<td>High</td>
<td>Technical knowledge and competencies are applied in priority areas by the actor, leading to improvements.</td>
<td></td>
</tr>
<tr>
<td>STRATEGIC CAPACITY</td>
<td>Strategic capacity enables an actor to develop strategies to meet objectives based on values, mandate, vision and mission</td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>The actor is able to set goals based on values, mandate, vision and mission.</td>
<td></td>
</tr>
<tr>
<td>Medium</td>
<td>The actor is able to develop pertinent organizational strategies.</td>
<td></td>
</tr>
<tr>
<td>High</td>
<td>The actor is able to develop organizational, programme and project strategies, and design processes for implementation.</td>
<td></td>
</tr>
<tr>
<td>OPERATIONAL CAPACITY</td>
<td>Operational capacity is used to accomplish individual and organizational tasks</td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>The actor understands the tasks to be accomplished.</td>
<td></td>
</tr>
<tr>
<td>Medium</td>
<td>The actor is able to plan how to undertake the tasks.</td>
<td></td>
</tr>
<tr>
<td>High</td>
<td>The actor is able to implement the plan to accomplish the tasks.</td>
<td></td>
</tr>
</tbody>
</table>

17 Actor refers to the stakeholder (person, organization or institution) receiving capacity development support.
### Collaborative Capacity

Collaborative capacity helps ensure that key functions are performed consistently and continuously by the stakeholders in the system.

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>The actor understands how a system is constituted by interactions and relationships between stakeholders.</td>
</tr>
<tr>
<td>Medium</td>
<td>The actor develops strategies for participating in the system to perform key functions and build relationships.</td>
</tr>
<tr>
<td>High</td>
<td>The actor actively engages in the system to perform key functions, improve coordination and effectiveness, create synergies, and sustain relationships with leaders and other important stakeholders.</td>
</tr>
</tbody>
</table>

**Qualitative assessment**

### Analytical Capacity

Analytical capacity enables an actor to capture and analyse factors impacting on the entity in question.

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>The actor is able to gather relevant information and describe a situation.</td>
</tr>
<tr>
<td>Medium</td>
<td>The actor is able to analyse critical issues and challenges.</td>
</tr>
<tr>
<td>High</td>
<td>The actor is able to prioritize issues to develop and implement solutions.</td>
</tr>
</tbody>
</table>

**Qualitative assessment**

### Adaptive Capacity

Adaptive capacity enables a person or organization to respond to changes in the environment in a proactive manner.

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>The actor captures trends, opportunities and threats in the environment.</td>
</tr>
<tr>
<td>Medium</td>
<td>The actor responds to changes in the environment in the most appropriate manner.</td>
</tr>
<tr>
<td>High</td>
<td>The actor anticipates the evolution in the environment and takes initiatives.</td>
</tr>
</tbody>
</table>

**Qualitative assessment**

### Innovative Capacity

Innovative capacity enables an actor to develop new, alternative and/or creative solutions.

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>The actor is able to think critically and creatively.</td>
</tr>
<tr>
<td>Medium</td>
<td>The actor proposes alternative solutions to identified problems.</td>
</tr>
<tr>
<td>High</td>
<td>The actor experiments and invents new methods, mechanisms and processes.</td>
</tr>
</tbody>
</table>

**Qualitative assessment**

### Influencing Capacity

Influencing capacity enables an actor to bring about change within the environment.

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>The actor understands and analyses the situation and the context to be influenced.</td>
</tr>
<tr>
<td>Medium</td>
<td>The actor develops strategies for influencing and driving change.</td>
</tr>
<tr>
<td>High</td>
<td>The actor engages in networking with change agents, policy influencing and decision-making processes.</td>
</tr>
</tbody>
</table>

**Qualitative assessment**
Annex 3
Example of a Spider Diagram with rating of generic capacities
References

Baser, H.


Danida, Ministry of Foreign Affairs of Denmark

2011  Addressing Capacity Development in Danish Development Cooperation – Guiding Principles and Operational Steps.

European Centre for Development Policy Management (ECDPM)


European Parliament


Global Environment Facility (GEF), United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP)


International NGO Training and Research Centre (INTRAC)


International Organization for Migration (IOM)


Kania, J., M. Kramer and P. Senge


Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC)


United Kingdom Department for International Development (DFID)


United Nations Development Programme (UNDP)


United Nations General Assembly


United Nations Sustainable Development Group (UNSDG)


World Bank


Capacity Development for Migration Management (CD4MM)
Introduction

The Toolbox is part of the CD4MM package and is conceived as complementary to the Guidance Note. Its purpose is to share tools and experiences relevant to capacity development in migration management across the Organization (knowledge sharing), offering more specific guidance where existing, and illustrating capacity development concepts introduced in the Guidance Note with practical examples. This Toolbox contains brief descriptions of about 50 such tools and cases.

All entries are grouped based on thematic areas – immigration and border management; labour mobility and human development; migrant protection and assistance; migration, environment and climate change; and migration health – with several entries having dual thematic nature and a number of entries being categorized as cross-cutting. IOM staff specializing in a particular thematic area will probably tend to review the respective part of the Toolbox first, but all readers, regardless of their specialization, are encouraged to go through the whole document, as many ideas and tips for capacity development work can be drawn from other thematic areas.

The descriptions contain a graphic display of the capacity development process, indicating the phases relevant for each tool or case. Links to the source material as well as additional materials are also provided. All links are functional but some lead to IOM internal platforms and hence can be accessed only if readers are connected to the IOM network.

Descriptions follow the defined structure, slightly differing for tools and cases. For tools: (a) purpose/function (what the tool is meant for, what it can achieve); (b) preconditions (conditions that are required prior to the implementation of the tool); (c) audience/main stakeholders (the subject of the intervention and/or main stakeholders involved); (d) key success factors (important elements to include in the implementation/application of the tool in order to assure success); (e) special considerations (any other consideration to take into account while applying the tool). For cases: (a) highlighted experience (the main takeback from the case); (b) identified capacity needs (the capacity needs that were targeted by the action, not the needs identified during the action); (c) audience/main stakeholders (the subject of the intervention and/or main stakeholders involved); (d) key success factors (important elements applied by the implementors that assured success of the action).

The collection of tools and cases included in the Toolbox is not intended to, and cannot, be exhaustive. Selection has been done in consultation with representatives of IOM Headquarters and field offices. Tools – handbooks, guidelines, platforms, curricula – are selected among the multiple resources developed by IOM, in some cases in collaboration with other agencies and institutions. They have been selected because they are either key for capacity development in the respective thematic area, particularly advanced or innovative. Where possible and appropriate, the description indicates how various elements of the capacity development process presented in the Guidance Note are reflected in the tool. Cases – IOM projects, programmes and practices – illustrate specific elements of the capacity development process, for example how different types of capacities can be address at different levels; how capacity development work can be strategically planned beyond individual projects; or how sustainability of the capacity development results can be ensured.

Readers who wish to explore the multiplicity of CD4MM resources beyond those featured in the Toolbox, are encouraged to review the following repositories, among others:

- IOM Publications;
- IOM Migration Policy Repository;
- list of repositories on the Regional Knowledge Hub on Migration;
- Diaspora Mapping Database;
- repository of public resources related to return and reintegration;
- publications on migration, environment, and climate change;
- resources that might help in supporting efforts to improve the quality, reliability, availability and comparability of migration data.

Capacity development project documents can be found either on PRIMA or on the IOM Intranet Portal. The guide to project search on the Intranet is available.
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Migration Governance Indicators (MGI)

PURPOSE/FUNCTION

MGI is a baseline assessment tool that helps countries evaluate the comprehensiveness of their migration policies by identifying good practices and areas that could be strengthened. The overall objective of MGI is to help countries strengthen migration governance in their respective contexts based on their priorities. Building on useful insights the MGI assessment offers and on the discussions it promotes, governments can work on concrete measures to address gaps and start engaging in a process of policy change.

PRECONDITIONS

The national government accepts to participate in the process by responding to IOM’s formal letter of invitation to participate in the MGI process.

AUDIENCE/MAIN STAKEHOLDERS

The main audience of MGI is national governments and particularly agencies involved in migration management. Given MGI’s broad coverage of various elements of migration management, its results can also be of interest to other stakeholders, especially members of the United Nations Country Team, civil society, donors, researchers and general public.

KEY SUCCESS FACTORS

The MGI process should be closely coordinated with the relevant national authorities at all stages to ensure full government ownership. It is important that IOM and the government define priorities early on and discuss how to build on the results of the MGI assessment to strengthen migration governance in the country (e.g. capacity development jointly with IOM, formulation of a new policy, reporting on SDGs, establishing a plan of action for GCM etc.). Having a clear objective will ensure a better involvement of government officials throughout the process, and lead to more concrete results.

SPECIAL CONSIDERATIONS

To ensure buy-in and avoid misunderstanding, the following consideration should be conveyed to the government: (a) MGI is not meant to rank countries on the design or implementation of migration policies; (b) MGI assesses which policies are in place but does not assess their impact; (c) MGI does not suggest a one-size-fits-all solution, as it accounts for the national context. It is advisable to involve representatives from all relevant ministries and other governmental agencies (including entities responsible for education, healthcare, statistics) as MGI is meant to spark a whole-of-government discussion on migration. Where possible, it can be beneficial to also include other United Nations agencies, civil society organizations, academia and other stakeholders. However, it is for the government to decide who to involve in the MGI process.

LINKS

About the Migration Governance Indicators
Video: in English, in French, in Spanish
MGI User’s Guide
Local Migration Governance Indicators (MGI)

**PURPOSE/FUNCTION**

Local MGI is an adaptation at the local level of national MGI that helps local authorities have an introspective look at the migration-related initiatives they have in place and identify good practices and areas that could benefit from further development. The overall objective of Local MGI is to enable a discussion between local authorities and the national government on how they can best act in a coordinated and coherent way when governing migration and encourage exchanges among local authorities on common challenges and possible solutions.

**PRECONDITIONS**

The national government agrees that local authorities in the country participate in the process and local authorities accept to participate by responding to IOM’s formal letter of invitation.

**AUDIENCE/MAIN STAKEHOLDERS**

The main audience of Local MGI is local authorities (e.g., cities, provinces, subnational states), particularly local agencies involved in migration management. Given the proximity between the local and national MGI frameworks, the results of the Local MGI assessments are also particularly relevant to national governments that want to have a more comprehensive picture of migration governance in the country. The Local Migration Governance Profile can also be of interest to other stakeholders, including members of the United Nations Country Team, civil society, donors, researchers and general public.

**KEY SUCCESS FACTORS**

The MGI process should be coordinated with the relevant local authorities at all stages. To ensure a high response rate, enough time should be allocated for close coordination with local authorities’ representatives to review the data collected. The most important success factor however is the inclusive discussions stemming from the Local Migration Governance Profile. These discussions take place during (a) the multi-stakeholder consultation where the results of the MGI assessment are presented to different agencies and services within local authorities, and (b) a meeting between participating local authorities where they discuss their respective results and possible solutions.

**SPECIAL CONSIDERATIONS**

To ensure buy-in and avoid misunderstanding, the following consideration should be conveyed to the authorities: (a) Local MGI is not meant to rank local authorities on the design or implementation of migration policies; (b) Local MGI assesses which policies are in place but does not assess their impact; (c) Local MGI does not suggest a one-size-fits-all solution, as it accounts for the local context, more specifically the level of autonomy of a given locality. It is advisable to involve representatives from all relevant parts of the local authorities (including entities responsible for education, healthcare, statistics) as Local MGI is meant to spark a whole-of-government discussion on migration. Where possible, it can be beneficial to also include other United Nations agencies, civil society organizations, academia and other stakeholders.
Migration and the 2030 Agenda: A Guide for Practitioners

**PURPOSE/FUNCTION**

The focus of the guide is to help policymakers leverage migration governance to contribute to the achievement of the Sustainable Development Goals (SDGs) by integrating migration into local or national policy planning. Section 1 is an overview of how migration is included in the 2030 Agenda and relevant for all SDGs and the main opportunities this presents. It is accompanied by two tools: (a) a non-exhaustive booklet which outlines the linkages between migration and each SDG and various targets and (b) a poster which summarizes these linkages. Section 2 provides operational guidance and a suggested four-step process for implementing migration aspects of SDGs through interventions such as legislation, policies, programmes, projects or other activities, that may relate to core migration topics or integrate migration into other sectors.

**PRECONDITIONS**

IOM’s entry into the UN System in 2016 brought the Organization into the United Nations Sustainable Development Group, whose mandate is to support the implementation of the 2030 Agenda for Sustainable Development. IOM now has a clear responsibility to articulate its activities and mandate in relation to the 2030 Agenda, to support Member States in achieving the commitments therein, and to contribute to the global discussions on migration and sustainable development. This guide was produced as a tool to achieve this as part of IOM’s wider institutional Strategy on Migration and Sustainable Development.

**AUDIENCE MAIN STAKEHOLDERS**

The guide is designed to serve staff, practitioners, and government actors at both central and local levels, who are involved in SDG implementation processes. This includes those working specifically in migration as well as those working in other sectors and are interested in integrating migration into their work. For example, policymakers may use the guide to design interventions that directly address human trafficking, as well as interventions in the health sector that assist victims of trafficking. For actors with experience in migration mainstreaming, this guide offers a new approach based on the 2030 Agenda. For others, it offers an introduction on how migration and development are linked in the context of SDGs, and how to take action around these connections.

**KEY SUCCESS FACTORS**

Actions to implement migration-related aspects of the 2030 Agenda should not occur in silos but be integrated with other sustainable development initiatives whenever possible. This guide helps achieve coherence with other SDG efforts assisted by UN agencies, governments, and other actors. It acknowledges and supports other organizations’ guidance on implementation, recognizing that the international community must work together to achieve SDGs and should learn from each other’s approaches and, where relevant, draw from them.

**SPECIAL CONSIDERATIONS**

There is no single approach to implementing SDGs and targets. Hence, the process outlined in the guide is not intended to be prescriptive or exhaustive or to be carried out sequentially as not every step will be relevant to each implementation process. Implementing bodies are encouraged to adapt this process to fit their unique institutional context and local and national migration dynamics. The guide is available in English, French, Spanish, Chinese, and Russian. IOM staff can learn how to support governments and other practitioners in using this guide through the tool Migration and the 2030 Agenda: Facilitator’s Guide.
Migration and the 2030 Agenda: Facilitator’s Guide (Internal Training Package for IOM Staff)

Purpose/Function

The objective of this training package is to strengthen IOM staff’s knowledge and understanding of the interlinkages between migration and the 2030 Agenda and how to articulate and align IOM’s work to supporting the achievement of the Sustainable Development Goals. The training consists of four modules: “2030 Agenda for Sustainable Development” provides an overview; “Migration in the 2030 Agenda” shows the linkages; “IOM engagement vis-à-vis UN Reform and the 2030 Agenda”; the fourth module also helps IOM staff to learn how to operationalize the Migration and the 2030 Agenda: A Guide for Practitioners to support national central and local governments integrate migration into their efforts to implement the 2030 Agenda. Messaging and references in one module can also be adapted for usage in the other modules.

Preconditions

IOM’s entry into the UN System in 2016 brought the Organization into the United Nations Sustainable Development Group, whose mandate is to support the implementation of the 2030 Agenda for Sustainable Development. IOM now has a clear responsibility to articulate its activities and mandate in relation to the 2030 Agenda, to support Member States in achieving the commitments therein, and to contribute to the global discussions on migration and sustainable development. The guide was produced as a tool to achieve this as part of IOM’s wider institutional Strategy on Migration and Sustainable Development.

Audience/Main Stakeholders

The Facilitator’s Guide provides all the information and material facilitators need to plan and deliver a training based on the Practitioners’ Guide, including general information regarding the training overview, structure and contents, as well as step-by-step instructions on how each of the sessions should run. The content of the training package is aimed primarily at IOM staff to help them to better understand the 2030 Agenda for Sustainable Development and what it means for their work. Depending on the staff members’ role within IOM, they can select which modules to take. Government and non-state actors can also benefit from capacity development support based on this guide.

Key Success Factors

The training is envisaged as participatory and interactive, and hence the attendees are responsible for the content of the discussion. It is not part of the facilitator’s role to teach, but rather to guide the group through the sessions, ensuring that everyone observes the ground rules, and keep the discussion focused. Also, the facilitator must make sure that adequate feedback is received from the participants. The participants can also plan, with support from the facilitator, how they will use the knowledge gained from the training in their specific roles. Concrete planning, particularly through development of an individual action plan, helps the participants to actively use the acquired knowledge in their jobs.

Special Considerations

The training setting, including the number of participants, duration etc., described in the guide represent the ideal scenario to complete all four modules of the training. These factors need to be adjusted to meet the specific needs of a given audience according to participants’ prior knowledge and/or available resources. To use parts of the Facilitator’s Guide for external capacity development they should be modified accordingly.
Guidance tool “Migration Profiles: Making the Most of the Process”

PURPOSE/FUNCTION
This tool offers concise practical guidance on how to initiate, implement and follow up on a migration profile process in a particular country. Part I of the guide describes the three key stages of a migration profile process (planning, implementation, launch and follow-up) step by step. Part II provides a template for developing a new migration profile or updating an already existing one. While Part I focuses on the process, this part is concerned with the content of the migration profile highlighting that the template only serves as a suggested framework to be adjusted depending on national policy priorities and migration trends.

PRECONDITIONS
The guide describes an ideal migration profile process that would ensure the best results and maximum sustainability of the process. But it also recognizes that the comprehensiveness of the migration profile process and the range of supporting activities will depend on various factors such as: available resources and timeframe which define the scope and length of the migration profile exercise; ensuring wide government support and involvement; availability and quality of existing data and information on migration and its impact.

AUDIENCE/MAIN STAKEHOLDERS
As the main beneficiaries, State authorities can utilize a migration profile process to support evidence-based policies and implementation efforts; country teams coordinating the migration profile process will gain knowledge on migration data collection, evidence-based analysis and effective practices to ensure sustainability and long-term impact of a migration profile; technical experts writing up the migration profile report and the broader research community will learn how to deliver the material in a targeted manner to reflect the needs of various users; international actors working on migration will receive a comprehensive overview on the migration situation and governance in a specific country and learn how to use the migration profile process to enhance synergies and complementarities among them.

KEY SUCCESS FACTORS
While using the guide, a distinction needs to be made between a migration profile, still viewed by many primarily as a statistical report, and an extended migration profile. The key differences lie in the methodology (the latter covers not only migration trends and migrant characteristics but also the impact of migration on development, migration governance and policy frameworks and international cooperation on migration), consultation (prepared in full consultation with a wide range of actors and stakeholders inside and outside the government) and ownership (unlike the first-generation profiles, which were prepared externally by research institutions, the extended migration profiles are owned by the governments who identify national priorities, objectives and scope of a country profile).

SPECIAL CONSIDERATIONS
The guide admits that the availability and quality of data for migration profiles are, in many cases, initially inadequate, but the data gaps are often identified in the process itself. Radical improvements of migration data are not realistic, and the quality and comprehensiveness of profiles should therefore be developed gradually over time and, for maximum benefit, should be accompanied by a set of tailored capacity development measures aimed at filling in knowledge gaps identified during the process.
**Essentials of Migration Management 2.0 (emm2.0)**

**PURPOSE/FUNCTION**

Emm2.0 is IOM’s flagship capacity development programme mainly directed at government officials with policy functions. It provides a comprehensive presentation of what IOM considers to be “essential” when managing migration, highlights the interrelations between different thematic areas, and offers tailored trainings on this content. The Programme has two components: (a) emm2.0 e-Platform (Handbook consisting of 30 chapters presenting IOM’s current understanding of essential considerations in migration management in line with international frameworks such as SDGs and GCM; e-Library with key resources relevant to these topics; and featured questions on topical issues); (b) face-to-face and online trainings to deliver the content of the emm2.0 online Handbook through certified emm2.0 trainers.

**PRECONDITIONS**

The emm2.0 programme supports projects that deliver capacity development trainings for migration management across different contexts and needs. An appropriate scenario for emm2.0 application should be considered with the unit in charge and an agreement be reached with the parties involved. The Programme can be used to complement development cooperation activities aiming to enhance the capacity of governments to manage migration generally, through trainings on the policy cycle and its application in identified thematic areas across all areas of IOM’s work. In countries with a mature migration management system, emm2.0 can be implemented in partnership with national training institutions or universities for continuing education of government officials.

Also, ministries can include emm2.0 e-Learning modules in their staff learning and development regimen. Emm2.0 can also be implemented by regional “centres of expertise” such as IOM ACBC.

**AUDIENCE/MAIN STAKEHOLDERS**

Government officials with policy functions and other stakeholders relevant to migration management, including staff of international organizations including IOM itself, and civil society. By generating a common understanding of essential migration management considerations among key stakeholders, emm2.0 can contribute to preparing the ground for the definition of wider capacity development processes.

Also, ministries can include emm2.0 e-Learning modules in their staff learning and development regimen. Emm2.0 can also be implemented by regional “centres of expertise” such as IOM ACBC.

**KEY SUCCESS FACTORS**

Emm2.0 trainings focus on action learning. In the face-to-face format, this includes encouraging participants to develop a detailed document outline (report, SOP etc.) at the end of each training as follow-up action learning projects. Participants agree on follow-up milestones to complete the development of that document. To promote maximum impact going beyond the knowledge gained during workshops, country offices should enable the emm2.0 trainer to regularly check-in with participants as they continue to develop sections of the document, and record whether the document has been completed at the end of the three to six-month tracking period, and what actions have resulted from the training.

**SPECIAL CONSIDERATIONS**

Emm2.0 is expected to be launched by end-2020 and rolled out in 2021, initially available in English only, with Spanish and French versions of both the e-Platform and corresponding training materials to be made available from end-2021 through 2022 subject to successful fundraising.

**LINKS**

Please contact EMMTeam@iom.int for the Programme brochure and related information Flyer about the legacy document “Essentials of Migration Management” (2004)
Inter-American Course on International Migration (the “Mar del Plata” course)

**Purpose/Function**

The course trains government personnel from Latin America and the Caribbean on the migration phenomenon in the region, provides theoretical and applied knowledge that supports the search of adequate mechanisms to improve management and regulation of migration processes. It also facilitates the exchange of knowledge, experiences and working methodologies between government representatives from various countries of the continent.

The face-to-face course takes place annually since its establishment in 1985 in Argentina and has a duration of two weeks (70 hours of training). The course modules are taught by IOM specialists, migration experts from academia, civil society organizations and partner organizations such as UNHCR, OHCHR, the Institute of Public Policies of Human Rights of Mercosur.

**Preconditions**

Taking into account the objectives of the course (to make an impact on migration management and create a regional network of government migration practitioners), as well as its format and resources involved, a targeted approach and strict criteria for selection of the participants are applied. Potential participants should hold high-level positions (but below directors) and have diverse skill profiles. Only up to 25 officials are selected and invited to participate each year.

**Audience/Main Stakeholders**

The course is aimed at government officials from Latin America and the Caribbean working in offices concerned directly with migration issues and who have experience in this field, in particular, representatives of the ministries of government, interior, foreign affairs, justice and/or labour.

Nearly 1,000 government officials have been trained in this course during its over 40 years of existence.

**Key Success Factors**

Through the combination of theoretical and practical modules the course offers participants key tools for their professional performance in the migration field. It seeks to ensure that the acquired knowledge is effectively applied by the officials in the formulation and implementation of migration policies and programmes in their respective countries.

The course methodology envisages dynamic interactive participation, facilitation of dialogues, sharing practical examples from each country, all stimulating academic debate during the training. In this way, the course contributes to a broader understanding of the migration issues currently faced by the countries of the region and creates foundations for future communication and networking between the participants.

**Special Considerations**

The course curriculum needs to be updated following major developments in the sphere of migration. One of the recent updates was an inclusion of a training module on the challenges and opportunities of the coverage of migration in the media.
IOM Migration Learning Platform “E-Campus”

**Purpose/Function**

The IOM E-Campus learning platform is a free and virtual space with online courses and training materials on migration. Currently there are more than 25 courses in at least seven languages (the languages offered depend on the course, they are translated periodically). All courses are developed by experts within IOM and sometimes in partnership with specialized institutions. They present broad up-to-date content covering diverse topics such as migration management, protection and assistance to migrants, human trafficking, emergencies, labour migration, among others. The courses can be self-paced, tutored or blended. Completing each self-paced course takes an average of three hours and upon completion IOM issues a certificate of achievement.

**Preconditions**

Users are advised to familiarize themselves with the student manual before beginning their course to make the most of the learning experience. A simple online registration is required in order to access the courses.

**Audience/Main Stakeholders**

E-Campus is a platform developed to strengthen the knowledge of migration practitioners, civil servants, civil society, private sector, students, academics, and anyone who is interested in migration related matters. There are presently over 13 000 users globally. Some country offices are also starting to use E-Campus to deliver courses to migrants, and not just to migration practitioners. Courses can be exported to the IOM Learning Management System I-Learn thus contributing to IOM staff development.

**Key Success Factors**

Developed on Moodle, a free open source course management system for online learning, E-Campus unites features for self-learning and allows courses to be updated. Additionally, E-Campus is available on the Moodle App, which allows users to access courses offline, to improve their learning experience.

In some countries, courses offered at E-Campus have become a mandatory part of the curriculum for government officials. In Panama, for example, new police officers must complete two IOM courses on countering human trafficking.

**Special Considerations**

IOM will continue developing courses and materials for E-Campus, at the same time ensuring compatibility with another IOM tool containing migration-related courses – Essentials of Migration Management 2.0 (emm2.0). IOM gained in-house capacities to develop courses through a specialized team, but country offices can also develop courses with involvement of external providers and request to upload them to E-Campus by filling in the relevant forms (links to the forms are provided in the presentation on E-Campus).

During COVID-19, E-Campus was used more extensively since a number of IOM capacity development projects across the globe were prompted to look for innovative solutions for training delivery.
Guidelines on Mainstreaming Migration into Local Development Planning

The Guidelines were published by the UN Joint Migration and Development Initiative (JMDI) implemented by several UN agencies including IOM. The document aims to assist local and regional authorities in their efforts to mainstream migration into all governance areas for enhanced policy coherence. The Guidelines achieve this through a set of 20 indicators that monitor any local areas’ progress towards establishing policies across a variety of sectors that integrate migration considerations to enhance the development potential of migration. The Guidelines also serve to assist local and regional authorities to measure their implementation of migration-related SDG targets, while providing relevant examples and further information to support this process.

**Preconditions**

The Guidelines are applicable to all geographic locations and migration trends (immigration, emigration, displacement, mixed migration etc.). The Guidelines are also applicable to any migration situation regardless of directions (internal, international, circular, transit and return migration) or causes (labor, education, family, medical, lifestyle, environmental, political and violence). Though the Guidelines are aimed primarily at local government actors, they can be used at all levels of government (national, sub-national, municipal etc.).

**Audience/Main Stakeholders**

One of the main principles of the Guidelines is the importance of multi-stakeholder engagement. Accordingly, while the Guidelines are created primarily for the use of local and regional actors (LRAs), these authorities should work together with other stakeholders, such as civil society organizations, academia, trade unions, prominent employers and migrant led organizations and others in order to establish true whole-of-society and whole-of-government policies and programming. These Guidelines are also useful for the wider community of practitioners working on migration and/or development policies and programmes.

**Key Success Factors**

The Guidelines have been designed as a user-friendly and simple tool featuring straightforward questions that practitioners can diagnostically answer to identify institutional, policy and intervention gaps or weaknesses in mainstreaming migration and development in their local context. Furthermore, each of the 20 indicators references complementary e-learning tools, training materials and handbooks. The Guidelines also provide a range of practical examples from around the world, where cities and LRAs have implemented innovative approaches to respond to the opportunities and challenges that migration brings, thus providing inspiration for new policies and programmes. If additional tools and training materials are required, “My JMDI Toolbox” offers comprehensive and flexible tools.

**Special Considerations**

The Guidelines’ 20 indicators are divided into two main categories: (a) institutional arrangements focusing on measures that can enhance cooperation and coordination on migration among various actors and among local governments, and (b) policy and practice, underpinned by a strong theoretical understanding of the linkages between migration and development. The Guidelines differ from previous tools in that they explicitly apply the policy-making process to the local migration and development context and help cities and LRAs in identifying concrete areas across various sectors where even minor policy changes can enhance the development potential of migration while minimizing its challenges.
“My JMDI Toolbox” and E-Course on Migration and Local Development

PURPOSE/FUNCTION

“My JMDI Toolbox” and e-course is a comprehensive toolkit for all stakeholders working on migration and development at the local level. It establishes a set of training materials designed to reinforce the capacities of local actors in planning and implementing coherent policies and interventions for migration and development at the local level. It provides concrete, flexible and comprehensive tools for all stages of the local development cycle in a core module and five thematic modules. Each module has a variety of tools that enable stakeholders to integrate the needs, voice and resources that migrants possess into local development planning in order to better harness the development potential of migration. It also exposes stakeholders to background knowledge including research and literature.

PRECONDITIONS

The Toolbox can serve as both an introduction to the topic and as advanced guidance for particular thematic and operational areas. The case studies within may also inspire new programme ideas. The modular approach allows the trainer to decide to either use all six modules or select some, and this way address a wide range of practical issues related to local development. There is one core (introductory) module to be taught at the start of every training program, and five optional modules organized by themes. Stakeholders can also benefit from a comprehensive self-guided online course “My JMDI e-Toolbox” which content is based on the offline version described above.

AUDIENCE/MAIN STAKEHOLDERS

“My JMDI Toolbox” and the e-course are intended for a broad audience, focusing in particular on the different actors involved in migration and development at the local level. These include local, national and global practitioners such as local and national authorities; officials and civil servants working for local authorities and administrations; officials from public institutions involved in development and migration policies; representatives of civil society including NGOs and migrant associations; social partners (trade unions, business/employers’ organizations, private sector); international organizations; and academia.

KEY SUCCESS FACTORS

The state-of-the-art Toolbox was designed through years of interagency experience gathered from several global projects under JMDI implemented by UNDP, IOM, ILO, UNHCR, UNFPA, and UN Women. It has been conceived using a participatory learning approach mostly based on knowledge sharing methodologies. The training programmes adapted from this Toolbox are participatory, contextual, competence-based and based on experiential learning methods. To be successful, the activities should be carried out in a participatory, whole-of-society manner that includes all relevant stakeholders, though practitioners should choose which tools and activities are most relevant for their contexts.

SPECIAL CONSIDERATIONS

Migration and development initiatives of local authorities are more effective when the latter have a clear awareness of migration dynamics and routes. Sustainable policy making needs to be based on empirical evidence of social and economic trends. Hence, capacity development efforts to better mainstream migration into local governance might well be supplemented by activities supporting collection, analysis and dissemination of relevant data.

To facilitate wide distribution and ownership of the training tools by the trainees, “My JMDI Toolbox” integrates elements of training-of-trainers. This allows participants to easily replicate training programme at the local level even if they are not professional trainers.
Strengthening Engagement with Local Actors: A Toolkit for IOM Staff

**PURPOSE/FUNCTION**

The Toolkit serves to help IOM colleagues enhance their engagement with local level actors by facilitating understanding and a shared vision of IOM’s wide array of tools and expertise working at the local level across IOM divisions and departments, headquarters and the field. This will serve to position the Organization as a global actor that has local expertise and impact in a global context of increasing localisation and decentralisation of governance. The resource is divided into two parts: (a) context and introduction with key definitions, an overview of IOM’s work and recommendations to strengthen engagement with local actors; and (b) the Toolkit itself, which is structured in seven sections.

**PRECONDITIONS**

IOM should position itself as a partner of choice for cities and local and regional authorities to support their distinct role in migration governance and as “first responders to migration” as a source of innovation and providers of services and emergency support to the local population. IOM’s local level work routinely involves and often requires: (a) engagement across different levels of government; (b) working across different levels of intervention within the same local setting; and (c) involvement of a variety of local actors beyond government, such as local NGOs and CSOs, the private sector, research and educational institutions and diaspora organizations. The Toolkit provides guidance and tools for IOM staff to meet these conditions while working at the local level and engaging with local actors.

**AUDIENCE/MAIN STAKEHOLDERS**

The Toolkit is an internal resource to support IOM staff in strengthening engagement with local actors. It should be used by all IOM staff members in country offices, regional offices, headquarters and across all departments to inform joined-up, strategic engagement with local actors with a shared, organization-wide approach.

**KEY SUCCESS FACTORS**

The Toolkit can be read as a whole or in part depending on the capacity needs or thematic interests. Readers should first review these summaries to decide which sections are most useful for their needs. For guidance of which sections are useful for COVID-19 response and recovery, refer to the Brief on the Toolkit usage in the COVID-19 context.

**SPECIAL CONSIDERATIONS**

The Toolkit will be periodically updated, and new versions will be stored under the SharePoint link. The Working Group on Engaging with Local Actors is also developing an external version of this Toolkit (forthcoming). A brief was developed to explain how the Toolkit can be operationalized for COVID-19 response and recovery. Each of the seven sections under the Toolkit explains the content and purpose of it and how it should be used.
Integrating Migration into COVID-19 Socio-Economic Response: A Toolkit for IOM Programming

As the United Nations (UN) is rolling out immediate socio-economic support to countries and societies in the face of COVID-19, this Toolkit provides IOM staff with the tools needed to ensure that migration is integrated within the design, implementation, and monitoring of the response. With targeted analysis and operational tools, the Toolkit supports IOM’s efforts to integrate migration into development-centred projects to address the socio-economic impacts of COVID-19. Its content is divided in four parts: (a) Migration, Sustainable Development and COVID-19; (b) Integrating Migration in COVID-19 Response; (c) Tools for Integrating Migration; and (d) Additional Resources. An adjusted Toolkit for development partners is also available for external stakeholders.

This Toolkit supports the development of effective responses that are informed by the multi-level socio-economic impacts of COVID-19 crisis on migrants and their communities. The Toolkit can be used to integrate migration within COVID-19 programming along different phases of the IOM project cycle – and essentially in all phases of the capacity development process. The provided tools allow IOM staff to ensure that migration, in all its forms, is considered in the conceptualization, proposal development, implementation and monitoring, and evaluation and reporting. For each phase of the project cycle, the corresponding tools can be used with some tools applicable to various phases of the cycle.

The Toolkit is for the immediate use of IOM staff who are programming or reprogramming with the view to support international, national and local partners to respond to the socio-economic impacts of COVID-19. Notably, Tool 3 “Stakeholder analysis” helps to ensure that appropriate stakeholders are engaged in efforts to integrate migration into interventions linked to COVID-19 socio-economic response. This includes (sub)national governments, civil society, private sector, international organizations, development cooperation agencies, and migrants. The respective Toolkit for external audiences is aimed at development partners who design, implement, and monitor development cooperation programmes and projects linked to COVID-19 socio-economic response.

The analysis carried out when reviewing this Toolkit will support IOM staff in integrating migration into the socio-economic response to COVID-19 in country, which can feed into (re)programming, assessments, country-level roadmaps, Common Country Analysis and Cooperation Frameworks that are being conducted. Various action-oriented tools within the Toolkit can be drawn on by IOM users from various country contexts while focusing on the aspects relevant to the situation in the country. The questions, checklists, and examples within the tools provide insights on how migration both impacts and is impacted by the COVID-19 pandemic.

The Toolkit includes guidance on how to operationalize the response at the country level with the UN Country Teams and provides examples of potential programmatic interventions that can be taken across the five pillars of the UN framework for the immediate socio-economic response to COVID-19. The tools are then organized around the three critical areas for an urgent and coordinated response, as highlighted by the UN Secretary-General: (i) tackling the immediate emergency; (ii) focusing on the social impact and the economic response; and (iii) recovering better. The last section of the Toolkit comprises useful further resources, including COVID-19 guidance and tools developed by IOM, the UN Network on Migration and other UN agencies.
Migration Governance Indicators (MGI) for policy change in Albania

Albania is a good example of how countries can use the MGI results to support positive policy change. Through a whole-of-government and whole-of-society discussion on migration, MGI helped the Government of Albania assess the comprehensiveness of its migration governance structures and identify gaps to be addressed in its new National Strategy on Migration 2019–2022.
Albania participated in the MGI initiative in 2018 and used the results of the assessment to inform the discussion of the Inter-institutional Working Group for the development of a new national migration strategy, which was adopted shortly after. The Strategy will undergo a mid-term review in 2021 and IOM, jointly with the national counterparts, is currently studying the possibility to conduct a follow-up MGI assessment to evaluate the implementation of the Strategy and inform its subsequent revision.

From the MGI findings, four priority areas were identified by the Working Group as components to be included in the new comprehensive MIGoF-based Strategy: (a) strategic governance of migration by Albanian institutions; (b) safe and orderly migration from, through and to Albania; (c) effective labour migration policy and impact of migration on local development; (d) migrants’ integration and protection of migrants’ rights.

The main stakeholders involved in the MGI exercise were the Ministry of Interior – the principal authority responsible for the management of immigration and integration of foreigners in the country, experts from other ministries such as the State Ministry on Diaspora, the Ministry for Europe and Foreign Affairs, the Ministry of Finance and Economy, and other relevant government institutions, such as the National Institute of Statistics, the Department of Border and Migration in the General Directorate of State Police. Other non-government stakeholders – civil society, academia, private business and donors – were also involved.

The most important success factor of the MGI process in Albania was the alignment between the MGI activities and other ongoing policy initiatives at the national level. MGI was not conducted in isolation, but through the consultations planned to inform the development of the policy, thus engaging the same stakeholders and ensuring that the results of MGI had an impact beyond the publication of the assessment. In addition, consultations with a wide range of government and non-government stakeholders enabled a whole-of-government and whole-of-society approach to policy development.
Reform of the Human Resources Management System of the State Migration Service of Ukraine

The intervention aimed at reshaping the national migration agency’s human resources management system (HRMS), changing the culture of the State Migration Service (SMS) fundamentally, delivering capacity development at the organizational level. This required development of sophisticated complex action.

**GEOGRAPHICAL COVERAGE**

**Ukraine** (central office of the State Migration Service of Ukraine in the capital city of Kyiv and its 25 regional offices)

**DURATION OF THE IMPLEMENTATION**

Two years (2017-2019)

**LINKS**

Press release “From human resources to human capital – IOM supports modernization of the State Migration Service of Ukraine”

IBM Compendium 2018 (page 212)
The HRMS reform included assessment of the Agency’s needs concerning the HR and training systems; assessment of the personnel training needs and gaps in knowledge and skills; development of the action plan to fill in the identified gaps; design and implementation of HRM tools (e.g. selection and recruitment, job descriptions and related competencies, staff training and development, personnel evaluation system, motivation tools, internal communication tools); development of a training strategy, training curricula and materials for all staff levels and training plans; establishment of a training-of-trainers system and an e-learning system; delivering training courses based on the training curricula by SMS internal trainers; performing continuous monitoring and evaluation of skills and knowledge acquired during the training courses; procurement of equipment to support introduction and functioning of the training-of-trainers and e-learning systems.

When the baseline was set for the HRMS reform it revealed the following capacity gaps and corresponding needs: the national migration agency did not have a strategy for HR development or an action plan; a system of personnel training was absent; HR tools such as professional competencies and job descriptions were either not harmonized or used only formally; a personnel evaluation system was not introduced yet. After some initial assessment it was also concluded that the role of the HR Department of the SMS central office was not strong enough and that regional implementation of the Agency’s central planning on HR-related matters lacked harmonization and consistency.

The main target group was staff of the HR departments of the central office of SMS and its 25 regional offices. Their authority and participatory role in creating and implementing strategic priorities in human capital management (staffing, development, assessment etc.), knowledge management (training, development, communication), competencies, ethics and corporate responsibility were strengthened. The other two target groups were internal trainers and chiefs of regional offices. A new unit specialized in staff development and training management was established within the HR department of the central office of the Ukrainian migration agency.

Also, all other staff members of the State Migration Service benefitted from the reformed HRMS through their updated job descriptions, recruitment and selection process, newly introduced tools for performance appraisal, specially developed training-of-trainers and e-learning courses in their respective areas of migration management.

Design and roll out of the HRMS reform at SMS utilized the experience and drew from lessons learned during the implementation of the HR and training reform at the State Border Guard Service of Ukraine which IOM continuously supported for ten years.

Time and efforts were invested in the identification of the external experts with relevant profiles to conduct the capacity development intervention jointly with assigned IOM Ukraine staff. Two consultants from the neighboring country, Poland, were deployed, both with vast knowledge and experience of introducing HRMS reform in Poland.

The capacity development intervention was devised and implemented in close coordination with the leadership of the national migration agency, its HR Department as well as with the National Agency for Civil Service (NACS) of Ukraine which is responsible for the implementation of the public administration reform in the country. Since SMS fell under this reform it was crucial to take into account the NACS’s implementation plans and HR reform approaches as well as to establish cooperation in order to ensure conformity of the project’s activities with the general civil service reform plans.
Western Hemisphere Regional Migration Capacity-Building Program (phase X with the project ID LM.0388)

The objective of the programme is to strengthen capacities of over ten national governments in two regions (Central America and the Caribbean) to manage migration in a sustainable and humane manner. The program is currently in its tenth year of implementation (2019-2020) demonstrating adaptability and responsiveness to changing migration trends and needs of the governments.

GEOGRAPHICAL COVERAGE
Central America, Mexico and the Caribbean

DURATION OF THE IMPLEMENTATION
Since 2009 (phase X implemented in 2019-2020)

LINKS
WHP website
Project documents in PRIMA
Project documents of other RMCBPs:
for Africa
for Asia
for the Western Balkans

Monitoring report on the PRM-funded RMCBPs
Needs Assessment on Migration Governance in the Caribbean
The Western Hemisphere Regional Migration Capacity-Building Program (WHP), similarly to other regional migration capacity-building programmes (RMCBPs) funded by the U.S. Department of State’s Bureau of Population, Refugees and Migration (PRM), is an example of a large-scale capacity development effort. The programme is multi-year (implemented since 2009), multi-country (over ten countries covered in phase X), multi-beneficiary, multi-thematic (while the primary project type is labour migration, its secondary project types are migration management support and assistance to vulnerable migrants and counter trafficking). The overall objective of WHP, formulated in the most comprehensive terms, is to strengthen governments’ capacities to manage migration in a sustainable and humane manner. WHP advocates for the adoption of well-managed, regular forms of migration, and proposes a comprehensive response to the identified capacity needs based on a theory of change, moving away from one-off interventions to long-term partnerships with State institutions.

The programme utilized and promoted several IOM capacity development tools. Gaps in the countries’ migration management systems were identified through the usage of the Migration Governance Indicators (MGI) and the Migration Governance Needs Assessments. The key concepts described in the IOM Handbook on Protection and Assistance for Migrants Vulnerable to Violence, Exploitation and Abuse, the model and framework have been incorporated into the programme’s activities. The Handbook, as well as the Essentials of Migration Management 2.0 (emm2.0), are both expected to be used for development of specialized training courses.

The profile of IOM E-Campus, a WHP creation that offers online courses to learn about migration, was raised regionally and globally to become IOM official learning platform.

**HIGHLIGHTED EXPERIENCE**

The main gaps in migration management and capacity development needs of the government partners identified and addressed in WHP phase X are: (a) enabling legal labour migration to foster migrants’ well-being; (b) increasing resilience and governments’ capacity to manage migration crises and emergencies; (c) promoting mechanisms for safe, orderly, and dignified migration; (d) protecting migrants’ rights; (e) fostering a whole-of-government approach; (f) establishing stronger and effective partnerships.

IOM identified countries’ needs through various sources: consultations with host governments, results of MGI, needs assessments on migration governance conducted by IOM, migration-related needs assessments conducted by other actors.

Through the Needs Assessment on Migration Governance in the Caribbean finalized in 2018, covering Antigua and Barbuda, the Bahamas, Barbados, Dominica, Grenada, Jamaica, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, and Trinidad and Tobago, IOM achieved a better understanding of the state of the countries’ migration governance capacities, with the clear purpose of empowering governments in the reinforcement of their existing migration governance systems and determining ways in which IOM and other international partners could assist this endeavour.

Under WHP phase X the Migration Governance Extended Needs Assessments are expected to be developed for Belize, Costa Rica, the Dominican Republic, El Salvador, Guatemala, Guyana, Honduras, Mexico, Panama, Suriname. This information will be leveraged to foster the implementation of recommendations in the coming years. The range of topics will grow, depending on governments’ responses and changing context.

**KEY SUCCESS FACTORS**

The beneficiaries of WHP phase X are: (a) migration officials and practitioners from the ministries of governance (directorates/institutes of migration); labour; foreign affairs (consular sections); planning; public security (national civil police); defence; national disaster risk management systems, civil protection and national emergency commissions; education; child welfare and youth; public health; women affairs; (b) Regional Conference on Migration; (c) national assemblies; (d) local authorities; (e) community and youth leaders; (f) private sector; (g) civil society organizations; (h) diaspora; (i) academia and research institutes; (j) labour migrants and migrants vulnerable to violence, exploitation and abuse.

The programme has developed a full pillar dedicated to partnership strengthening, which is being translated into a series of joint activities with other UN agencies such as ILO, UNICEF, UNHCR, UNODC and UNDP, to utilize each other’s expertise and achieve complementarity.
Capacity development in the IOM country strategy of Mauritania 2020-2023

The country strategy of Mauritania allocates considerable space to the Country Office’s priorities in its capacity development work for the next four years. This allows for increasing consistency in capacity development response formulation and ensures that activities within the ongoing and new projects, as well as off-project activities, are aligned with the strategic priorities and lead to the defined objectives.
Each of the three areas of the intervention indicated in the IOM Mauritania country strategy – migration management, mobility and protection, and community development and resilience – contains the Mission’s strategic priorities related to capacity development of the state migration management actors. Others concern capacity development of non-state actors involved in migration governance and some touch upon direct assistance to (potential) migrants.

The sources used for compiling strategy’s content were: (a) the IOM Strategic Vision 2019-2023 and the IOM Regional strategy (to make sure that the main elements are in line with IOM mandate); (b) UN Support Plan for the Sahel and most recent UN country framework; (c) Mauritanian national development strategy and IBM strategy; (d) IOM previous project reports, particularly lessons learned and recommendations reflected in them; (e) interviews with the IOM colleagues who shared their insights on what the Government was interested in, what their needs were and what they would not support; (f) the conversation with the Government about their needs maintained in course of the implementation of other current projects.

Discussion of some topics, such as human trafficking, required extra attention due to their sensitivity. Other topics, such as labour migration, have not been included and are planned to be addressed in the future.

The first draft of the country strategy has been shared with the IOM Regional Office and the focal points at the Government agencies for review and comments. While in the beginning of the process, there was only moderate interest to the strategy on the side of the national Government, after the final draft was ready and during the presentation, they were more deeply engaged.

As soon as the strategy has been adopted, all the new projects developed by the Country Office are aligned with the strategy thus ensuring coherence of the capacity development response formulation.

**IDENTIFIED CAPACITY NEEDS**

The need for a strategy was two-fold: (a) to create a framework which would guide formulation of new project ideas and development of new projects, helping to understand how they fit in a bigger picture, rather than planning intervention on a project-by-project basis; and (b) to communicate the Mission’s priorities externally – to the national Government, donors, especially new ones, and other counterparts. It was also concluded that the preceding country strategy was not sufficiently aspiring, well-structured and easily comprehensible, it lacked clear objectives.

The central role in the country strategy had to be allocated to capacity development. That was only logical since there was a strong understanding that the Country Office does not replace the Government in performance of the latter’s functions but works alongside them, and what the Country Office does together with the Government authorities needs to sustainably stay.

Format-wise, it was expected that while being strategic the document will remain simple and easy to grasp, not too long or broad; it should not be a catalogue of priorities, but their systematized and coherent presentation.

**AUDIENCE/MAIN STAKEHOLDERS**

The country strategy is intended for the IOM Mission itself to define the vector and the space for its response, including response to the capacity development needs in the sphere of migration management. It also informs the national Government, donors and UN agencies about what IOM considers to be needs and priorities in migration management and towards which objectives it is working/willing to work. Based on the information contained in the country strategy the national Government can request respective capacity development support; donors can come up and approach the Country Office with the suggestions about future projects which reflect the Country Office’s strategic priorities; other UN agencies can contemplate partnerships with IOM while planning and implementing their capacity development activities.

During the launching of the country strategy, the Mauritanian Director of Borders within the Ministry of Interior, IOM main counterpart in the country, the UN Resident Coordinator and the European Union Ambassador in Mauritania were present, among others.

**KEY SUCCESS FACTORS**

Development of the country strategy chronologically coincided with the first months of functioning of the newly formed Government following the Presidential elections. With this, it is expected that the Government, who was consulted during the country strategy drafting process, and its migration policy and capacity development priorities will not undergo major changes within certain period of time. This will guarantee relevance and stability of the IOM capacity development strategy within the country strategy.

During the drafting process, referring to collective knowledge of as many Country Office’s colleagues as possible helped to take into account all the pertinent topics related to capacity development and not to leave out anything important. At the same time, with the view to respect everyone’s opinion and carefully consider all the numerous inputs, good planning of the strategy drafting process was required, including the allocation of the sufficient amount of time. The drafting process lasted for about six months, from September 2019 till February 2020.

For the purpose of resource mobilization, the generally concise country strategy was accompanied by more detailed fact sheets and a communication document for donors, intending to better explain strategic priorities, including in capacity development, and reasoning behind them. Also, the results matrix was developed to elaborate the country strategy and set the expected results, respective indicators, and monitor internally the progress of the strategy’s implementation. While the strategy, once adopted, will not change, the results matrix may evolve to allow for some flexibility and adaptability.
Master Studies Programme on Migration at the University of Belgrade, Serbia (project ID CE.0245)

The development of the curriculum for the Master Studies Programme on Migration was one of the pilot Government-led initiatives supported by IOM Serbia. Particular efforts were invested in the accreditation of the Programme by the respective State entities to ensure its institutionalization at the national level.

GEOGRAPHICAL COVERAGE

Serbia

DURATION OF THE IMPLEMENTATION

2014-2018

LINKS

Final report of the “Mainstreaming Migration into National Development Strategies” project
Brief description of the Master Studies Programme on Migration
**HIGHLIGHTED EXPERIENCE**

The Master Studies Programme on Migration at the University of Belgrade was launched in October 2017 and became the first such educational course in the Western Balkans. Its curriculum was developed in collaboration between all Serbian universities with the support of the State and international institutions including IOM. The development of the Programme brought together experts/professors from six faculties of the University of Belgrade: Faculty of Economics, Faculty of Philosophy, Faculty of Political Science, Faculty of Security, Faculty of Law and Geographic Faculty. The involvement of the Faculty of Political Science from the University of Zagreb, Croatia as a seventh partner gave this initiative a regional dimension. After the curriculum was developed and tested, it was adopted by the University Council and University Senate and accredited by the Commission for Accreditation and Quality Assurance of the Republic of Serbia, thus ensuring the institutionalization of the study course on migration. Presently, the course is run by the University of Belgrade bringing on board a range of professors from six faculties specializing in various aspects of migration, such as socio-economic, human rights, security, demographic and others.

**IDENTIFIED CAPACITY NEEDS**

This capacity development response directly reflected the Government’s needs for enhancement of its capacities on mainstreaming migration and development aspects into national policies. The development of the Master Studies Programme curriculum was identified by the national stakeholders as one of the key Government priorities at the time. This also corresponded to broader needs of academia, educational institutions and research community to improve the existing knowledge base and understanding of migration as a multidimensional phenomenon, integrate migration into academic curriculum, and introduce a nation-wide educational programme on migration with a specific focus on migration and development aspects. Three modules on migration and development issues were included in the curriculum: Migration and Regional Disparities; Migration and Labour Market; Migration and Sustainable Development.

**AUDIENCE/MAIN STAKEHOLDERS**

Each academic year, a total of 50 slots is available for students who want to obtain a Master’s degree in migration studies.

In the academic year of 2017/2018, five scholarships were granted to civil servants working in relevant State institutions (the Commissariat for Refugees and Migration, the Ministry of Labour, Employment, Veteran and Social Affairs and others) to gain deeper knowledge and a more comprehensive approach to various aspects of migration policies and practices.

**KEY SUCCESS FACTORS**

Three key factors contributed to success of this capacity development intervention. First, IOM Serbia adopted a participatory approach towards the development of the curriculum, designing the structure of the course, its modules and the content of the Programme. Broad cooperation between several faculties of the University and reputable national and international external experts was established and maintained. A number of consultative meetings and joint workshops were convened to facilitate the development of the Programme which was led by the Expert Group comprised of the national experts and University professors.

Secondly, the development of the Master Programme was based on a thorough review and critical analysis of the existing master programmes on migration studies taught at the universities in the European Union and the Unites States of America. This allowed to make use of modern good practices and approaches to teaching the systematized comprehensive courses on migration and its interlinkages with social, political, economic, security, environmental and other areas.

And finally, the task of the Programme accreditation was put as one of the specific goals to be achieved by the end of the project. Thus, a sufficient amount of time and resources was planned and allocated to ensure proper quality control and supervision over the development of the curriculum, testing the study modules and preparation of the final version of the Programme for the latter to meet the national educational standards for accreditation.
Training course on migration and development at the Presidential Academy on Public Governance of the Kyrgyz Republic (project ID CE.0245)

IOM Kyrgyzstan supported the development of the specialized training course on migration and development and its subsequent institutionalization in the curriculum of the Presidential Academy on Public Governance. The latter is the main educational institution responsible for professional (re)training of public servants at all levels, which is expected to ensure long-term stability of civil servants’ training on migration-related issues.

GEOGRAPHICAL COVERAGE

Kyrgyzstan

DURATION OF THE IMPLEMENTATION

2014-2018

LINKS

Final report of the “Mainstreaming Migration into National Development Strategies” project
Capacity needs assessment report (in Russian)
Monitoring and evaluation report (in Russian)
IOM in partnership with the Presidential Academy on Public Governance designed and piloted a specialized four-module training course on migration and development to be taught at the Academy to Kyrgyz public servants. The course was developed by a group of national and international experts. The agenda was tailored to the specific needs of the target audience with training materials containing examples of international practices and experiences.

After the training course was piloted, its evaluation was conducted by the Academy. It was further complemented by capacity needs assessment of the Government entities on migration and development topics. As a result, concrete recommendations were formulated for further integration of migration issues into the training and capacity development of State and municipal employees in order to improve quality of the country’s migration policy development and effectiveness of its implementation. Independent monitoring and evaluation of the training course was also conducted to assess the effectiveness of the course and to develop recommendations on how the course can be improved and better integrated into the training curriculum of the Academy ensuring its institutionalization. The results of the monitoring and evaluation exercise were presented and discussed during the roundtable with relevant national stakeholders, thus validating the main recommendations of the monitoring and evaluation and capacity needs assessment studies.

**Identified Capacity Needs**

The training course addressed the needs of the civil servants at both central and local (municipal) levels by boosting their knowledge about the impact of migration on human development and by enhancing their skills in migration management. The relevance of the training was also justified by the need for an in-depth discussion of migration issues, related problems and their optimal solutions, as well as discussion of opportunities for socio-economic development of the country. As part of the training agenda, the topics of integrating migration into national development policies and action plans, migrant rights protection, the impact of migration on local socio-economic development were also included.

**Audience/Main Stakeholders**

The training course targeted public servants from both central and local level authorities, particularly from the State Migration Service, Ministry of Internal Affairs, National Institute of Strategic Studies, Ministry of Economy, National Statistics Committee, and local municipalities. Special focus remained on the participants from the municipalities who worked directly with prospective migrants, returnees and migrant families, including women and children. During the project period, 114 public servants (59 men and 55 women) completed the training course.

**Key Success Factors**

The training programme was designed in an interactive form and included various training formats: lectures, business simulation games, individual work, discussions of viewed videos, group work. This contributed to a better absorption of the learning material and allowed the participants to share and discuss their first-hand experiences. The results of the monitoring and evaluation showed that group work, discussions and analysis of concrete cases illustrated by video materials proved to be the most effective forms of learning activities. The training programme also addressed the language needs of the participants. The core part of the training package was translated from Russian to the Kyrgyz language, the discussions were also held in both Russian and Kyrgyz. This allowed for more active engagement of the participants from municipalities who are less fluent in Russian. Finally, the participants received the migration glossary that was developed as part of the training package. This helped generate common understanding of the key migration terms among representatives of various authorities involved in migration management.

At the end of the training, an assessment questionnaire was distributed among the participants to assess the results of the learning process and to evaluate the effectiveness of the training. All students who successfully completed the course were awarded certificates.
Immigration and border management
The Framework is designed to ensure that IOM gains a complete overview of the migration and border management structure of the surveyed country and allows to identify genuine development needs and requirements. It provides a baseline of current national capacity and also ensures that activities are not duplicated, thus assuring donors that their funds are being targeted in the best way to achieve maximum impact. The assessment analyses four interrelated components of migration and border management – administration, regulatory framework, operations and information management – which can be further disaggregated into distinct elements, e.g. legislation, policy, procedures, passport/travel documents, visa issuance, entry/exit controls, monitoring, reporting.

The request for an assessment must be received from a host government after liaison with the IOM country office or after direct interest and enquiries from donors. To complete an assessment in a thorough fashion a timeframe of at least two to three months should be allocated.

The Framework is intended for IOM staff and experts planning and conducting the assessment. The Framework is also relevant for national government officials insofar as they are involved in the assessment process. Main audience for the assessment’s findings and recommendations is the national government, donors and IOM. The assessment is the property of the host government, and in view of the sensitivities will likely not be published, and can only be shared with other entities and individuals – donors, NGOs, researchers, journalists, general public with the formal approval of the host government.

IOM border and migration management assessments are carried out in a highly participatory manner with government officials: the scope of the assessment is generally defined in close cooperation with the requesting government; the assessment itself is conducted with the assistance and active collaboration of senior government officials responsible for migration and border management; often countries ask for national immigration and border officers to be part of the assessment team; all drafting and recommendations are developed in consultation with the relevant government; assessments are only finalized after agreement with relevant government officials.

National governments might express a preference that the assessment report is not made public. But often countries do agree to IOM releasing the assessment or parts of the assessment to obtain international development assistance to fund improvements to migration and border management systems. Globally, the track record of these assessments is quite good in terms of securing follow-up funding.
**Passport Examination Procedure Manual 2nd Edition (PEPM II)**

**Purpose/Function**

IOM’s Passport Examination Procedures Manual 2nd Edition (PEPM II) was released in response to the development of new security features in the identity and travel documents production and as an update to the first edition (2007). The manual is divided into two main parts: part I centers on travel document production and security features, includes sections on biometrically enabled documents with radio frequency identification (RFID) and more details on the use of polymer substrates, while part II focuses on travel document examination.

**Preconditions**

To benefit from the manual users need to attend a basic training on fraud techniques to obtain the necessary background knowledge to detect counterfeit and forged documents. Such training is delivered by IOM in-house or by ACBC-certified experienced document examiners/trainers. The manual also presumes the users’ access to basic document examination equipment including magnifiers, ultra-violet lamps, retro-reflective viewers and others.

**Audience/Main Stakeholders**

This manual is a resource for primary and secondary line inspection officers with minimum of two years of experience in border control.

**Key Success Factors**

The manual modules are designed to provide structured sessions for trainees covering both theoretical and practical elements aimed at developing their professional capacities. The training methodology is participatory and encourages discussion and reflection. The second edition of the manual is available in multiple languages, Arabic, Azeri, Burmese, English, French, Portuguese, Turkish among others.

**Special Considerations**

The manual is not meant to be a replacement for specialized and experienced document examination personnel and associated examination techniques. It does not provide the in-depth forensic knowledge that would be required to prepare statements of evidence or other specialized information reports.

PEPM II training also includes a practical session on the newly released PEPM II Mobile Application. It is recommended to consider supplementing the manual/app training with formal training on the **Document Examination Laboratory Manual for the Immigration Environment (DELMIE)** – another IOM technical training tool.

**Links**

- Fact sheet about PEPM II
- The tool is not available online. To order an electronic version of PEPM II, please contact ACBC at acbc@iom.int adding ibm@iom.int in copy
Passport Examination Procedures
Mobile Application (PEPM II App)

**PURPOSE/FUNCTION**
PEPM II App, developed by IOM ACBC, is an innovative solution aimed to verify travel document integrity and passport holder’s identity to facilitate border crossings in remote border crossing points as well as occasional document and identity checks inside the country. Verification of both Machine Readable Passports (MRPs) and e-Machine Readable Passports (e-MRPs) is done in three steps: (1) scanning of the Machine Readable Zone (MRZ) using the device camera; (2) reading of the integrated circuit (so called “chip”) in the passport using NFC (e-MRPs) or automatically calculating the MRZ check digits (MRPs); (3) comparing the IC picture with live picture providing reliable matching information (e-MPRs).

**PRECONDITIONS**
Immigration and border control officers would benefit from attending an ACBC-led basic training on document security and fraud detection to obtain the necessary background knowledge to operate in a remote location.

**AUDIENCE/MAIN STAKEHOLDERS**
This application operates offline enabling immigration and border control officers in remote areas or less equipped border crossing points to conduct passport and identity checks.

**KEY SUCCESS FACTORS**
Officers should be equipped with Android phones with a Near Field Communication (NFC) function with the view to operate the application.

**SPECIAL CONSIDERATIONS**
The App will be available in the Google store for free download in 2020. In the meanwhile, to request the PEPM II App download the government should address an official letter to IOM.
Handbook “Document Examination Laboratory Manual for the Immigration Environment” (DELMIE)

DELMIE has been designed to provide guidance on the development of an appropriate document examination facility, including the role of management in building a document examination facility, development of meaningful workplace skills, relationships and expertise, laboratory design and operation, maintenance of laboratory equipment and resources, production of document examination reports and alerts.

Border control officers should have attended to a basic training on document security and fraud detection to obtain the necessary background knowledge to operate in a document examination laboratory. Training is delivered by IOM in-house or by external ACBC trained and/or approved, experienced document examiners/trainers.

This manual is a resource for border control managers at the national border control agencies, human resource managers, project managers and document examination specialists. The information may be of interest to all immigration officers.

Any operating document examination facility can be effective provided there is a commitment to continuously managing and maintaining the available resources. When it comes to the examination of documents well-defined roles should be established for which different skills will be required.

The Handbook is seen as a complementary training activity to the Passport Examination Procedure Manual, second edition (PEPM II).

The tool is not available online. To order an electronic version of DELMIE please contact ACBC at acbc@iom.int adding ibm@iom.int in copy.

Fact sheet about DELMIE

The tool is not available online. To order an electronic version of DELMIE please contact ACBC at acbc@iom.int adding ibm@iom.int in copy.
Conference Report “Promoting Innovative Ideas and Supporting New Models of Cooperation in Addressing Migrant Smuggling”

This report gives a comprehensive overview of the key messages, discussion points and conclusions articulated during the Istanbul Regional Conference on Counter Migrant Smuggling (5-6 July 2017) hosted by the Government of Turkey with support from IOM. The overall objective of the conference was generating innovative ideas to disrupt, detect and prosecute migrant smugglers, as well as exploring the development of new models of cooperation. The report also contains the authors’ analytical reflections, including a set of policy recommendations to effectively counter migrant smuggling while ensuring the protection of migrants.

The report emphasizes the need for clarity and sincerity in the motivations for combating smuggling, avoiding situations in which the well-being of migrants is used to justify measures that increase migrants’ vulnerability. While the call for the elimination of migrant smuggling is virtually unanimous, it is pertinent to distinguish between different motivations for counter-smuggling efforts covering a broad range of security, humanitarian, economic and political concerns. The strategies for countering migrant smuggling are diverse and have disparate consequences and implications, often problematic ones.

Clarity about the motivations for counter-smuggling measures fosters an informed debate about ethical and political dilemmas and allows for better targeting support efforts.

The conference brought together more than 70 participants from countries in the region that were affected by the surge of smuggled migrants moving towards Europe. It facilitated a fruitful discussion among experts from governments, research institutes, academia and intergovernmental organizations. High-level and diverse inputs were provided by a variety of panellists with expertise in the areas of law enforcement, migration management, border management and criminal justice.

The proposals for the policy solutions included in the report are formulated by the authors with a view to combining insights from the conference with broader concerns in the field of migration management and counter-smuggling efforts. Like the remainder of this report, they do not necessarily represent consensus views and are put forth for consideration only.
Project “Strengthening the Border Management and Intelligence Capacity of Thai Government Officials” – four phases (project IDs: TC.0626, TC.0710, TC.0807, TC.0945, IB.0087)

The project works with the Royal Thai Government authorities and their counterparts from the neighbouring countries to enhance national capacities to effectively counter migrant smuggling and human trafficking. Since 2012, during its four phases, the project repeatedly went through the capacity development process with the view to achieve the overall objective.

GEOGRAPHICAL COVERAGE
Thailand and neighbouring countries
(only Thailand in phase IV)

DURATION OF THE IMPLEMENTATION
2012-2022

LINKS
Project info note (2020)
Overview of year one of phase IV of the project
Project documents: phase I, phase II, phase III, phase IV, supplemental assistance
HIGHLIGHTED EXPERIENCE

Each of the project phases builds upon the accomplishments and lessons learned of the previous ones and progressively instills the national ownership and sustainability of the results. Achievement of the overall capacity development objectives through the phased intervention is realized by gradually advancing the expertise level of the training content; broadening the circle of beneficiaries but also reinforcing coordination and partnerships between them; strengthening national structures and mechanisms for institutionalization of the project results.

While in the course of the eight-year project implementation the Country Office repeatedly went through all the five phases of the capacity development process, the phases did not always follow each other in strict sequence, and the five-phase capacity development cycle did not necessarily chronologically coincide with a project phase.

For example, capacity needs addressed in phase III had been assessed and identified through an in-depth evaluation conducted upon completion of phase II, meaning that monitoring and evaluation of one intervention became capacity assessment for the subsequent one. Also, Myanmar was not involved in the project during its first phase and hence stakeholder engagement and prioritization, capacity assessment and response formulation for Myanmar took place during the response implementation within phase II of the project while activities with Myanmar authorities were conducted in phase III. By phase IV, the project had already achieved a significant level of commitment of the main stakeholder, the Thai Immigration Bureau. The latter made several specific requests for IOM's continued support that were reflected in phase IV. This essentially eliminated the need for the stakeholder engagement and prioritization phase.

IDENTIFIED CAPACITY NEEDS

The project was initially developed with the view to strengthen the capacity of the Royal Thai Police, particularly the Immigration Bureau, to intercept human smuggling and trafficking operations in Thailand. The latter phenomena were and still remain a significant threat to the security of states in the region and beyond, as well as the safety of the migrants themselves. Given that there were over 4,000 officials in the Immigration Bureau and a high level of their rotation, it was also imperative to ensure institutionalization of the capacity development mechanisms.

Further needs identification continued throughout all project phases and numerous sources were used for this purpose: (a) IOM staff's own observations in the process of the project implementation (e.g. a need to change law enforcement agencies' perception of smuggled and even trafficked persons as criminals rather than victims); (b) formal assessments (e.g. when Myanmar became a project beneficiary, IOM conducted a border assessment on the Thai-Myanmar border for the needs identification); (c) project evaluations (e.g. upon completion of phase II, an in-depth evaluation was conducted, which included consultations with key law enforcement agencies/personnel, international partners, project implementers and donor; analysis of smuggling trends and long-term challenges faced by the Government. An Internal Project Evaluation undertaken after year one of phase IV can inform future capacity development interventions); (d) beneficiaries’ direct requests and regular consultation meetings with the stakeholders to discuss their needs and priorities; (e) training evaluations (e.g. for example in phase III, training participants identified that they lacked essential skills in data management, collection, analysis and reporting related to countering migrant smuggling).

AUDIENCE/MAIN STAKEHOLDERS

While the primary stakeholder of all four project phases was the Thai Immigration Bureau, IOM engaged with various other stakeholders – within and outside Thailand – during different project phases. Decisions to involve new migration and border management actors in the next project phase were predominantly based on the evaluation of developments which took place in the previous phases. Stakeholder engagement took different forms: (a) in phase II, when the project strove for better sustainability, it scaled up collaboration with instructors from the Royal Thai Police Cadet Academy, specifically with the purpose of facilitating the integration of modules on human smuggling and trafficking into the Academy’s curriculum; (b) to increase effectiveness of the prosecution in human smuggling cases, in phase III, it was decided to involve public prosecutors as beneficiaries of the project for the first time to foster closer cooperation and coordination between police investigators, immigration officers and prosecutors; (c) during implementation of phase III, new law enforcement agencies – such as the Marine Police Division, Tourist police and the Police Forensic Science Division – were identified to be included as beneficiaries in phase IV of the project. With the view to facilitate their engagement, they were provided with access to learning tools developed by IOM in the previous phase. Also, in order to further complement capacity development in phase IV, it was decided to promote and facilitate information sharing and involvement of immigration/police liaison officers from relevant diplomatic missions present in the country, who thus became a new group of project stakeholders; (d) coordination of the participation of the neighbouring countries’ immigration departments – those of Cambodia, Lao PDR, Malaysia and Myanmar – in the cross-border capacity development activities during several project phases was entrusted to the IOM missions in these countries.

KEY SUCCESS FACTORS

A key goal of the project throughout all its phases has been to enhance the sense of ownership of the Immigration Bureau over the project results and therefore their sustainability. The following elements, sequentially incorporated into the programming over the years, served to maximize the sustainability of results beyond the life of the project: (a) developing capacity within the Immigration Bureau and the Royal Police Cadet Academy to train their own staff, as well as staff from other agencies, on countering human smuggling, with a particular focus on travel document examination and verification, through a targeted training-of-trainers programme; (b) promoting one standardized training curriculum as the model for further training on human smuggling and trafficking in Thailand (allowing for adaptation where necessary to fit the mandates of individual agencies); (c) developing a comprehensive set of training materials in English and Thai languages, and making them available through printed and online versions; (d) institutionalizing knowledge on human smuggling and trafficking through the integration of relevant modules into the curriculum of the Royal Police Cadet Academy as part of the existing course on “Transnational Crime” for final year police cadets; (e) supporting the enhancement of document examination capacities at border crossing points through trained immigration officers, and the use of effective and easily-maintained technological solutions; (f) supporting the development of standard operating procedures on inter-agency collaboration and cooperation in human smuggling cases that would provide a concrete mechanism by which inter-agency collaboration can be enhanced and sustained.
Humanitarian and security border management simulation exercise in Niger “SIMEX SAHEL - Tillabéri 2018” (under the project TC.1063)

The simulation exercises (SIMEX) imitate operations in response to a suddenly onset cross-border crisis involving mass migration. The aim is to assess and enhance preparedness and response capacities of central and local authorities, and to engage local communities in crisis response. Presented below is the “SIMEX SAHEL - Tillabéri 2018” organized by IOM in Niger, similar exercises were held in the Philippines, Mali, Senegal, Burkina Faso, Liberia and Mauritania.
The scenario of the SIMEX held in Tillabéri, Niger was built around a fictitious cross-border crisis involving mass migration. It consisted of three successive phases, during which various simulation incidents were proposed and performed by actors: acts of terrorism, trafficking in persons, presence of wounded and sick people, unaccompanied minors, refugees, drug traffickers, and asylum seekers. The simulated vulnerabilities can be adapted according to the wish to assess and/or strengthen certain responses. Implemented in the field under the most realistic conditions possible, the SIMEX helped to assess and enhance the response capacities of the various stakeholders – including local communities – required in this type of crisis situation, the engagement speed of the human and material potential at the regional level, the efficiency and adaptation of the involved resources, as well as the interdepartmental coordination in response to the crisis.

The exercise was supplemented with donation of emergency equipment and materiel, including emergency camp tents, kettles, buckets and straw mats, in order to sustain the capacities of regional authorities to react to a mixed and sudden crisis. Individual hygiene kits were also provided to individuals participating in the SIMEX. The simulation exercise model raised substantial interest with the national authorities suggesting to include this tool as an annex to the National Contingency Plan for Cross-Border Crisis Response; drafting of regional intervention plans for border crisis adapted to local circumstances; training and testing crisis management organizations and procedures related to massive displacement of civilian population.

There was also a need to continue the efforts of the previous exercises aimed at development, validation and enhancement of the National Contingency Plan for Cross-Border Crisis Response; drafting of regional intervention plans for border crisis adapted to local circumstances; training and testing crisis management organizations and procedures related to massive displacement of civilian population.

A “SIMEX SAHEL - Tillabéri 2018” exercise was organized as part of the “Engaging Communities in Border Management in Niger – Phase II” project responding to a need to develop capacities of the central and local level authorities on mass movement preparedness, and raise local communities’ awareness of their proactive and crucial role in managing migration crisis at the State border. It was necessary to put the representatives of the respective Nigerien authorities and State services present at the grassroots level in direct contact with the local population, all engaged in a joint response to a crisis causing massive population displacement.

There was also a need to continue the efforts of the previous exercises aimed at development, validation and enhancement of the National Contingency Plan for Cross-Border Crisis Response; drafting of regional intervention plans for border crisis adapted to local circumstances; training and testing crisis management organizations and procedures related to massive displacement of civilian population.

The main stakeholders were regional authorities and services that are members of the Tillabéri Regional Security Council (RSC) and the Regional Operations Centre (ROC), specific regional structures set up to help the Governor in crisis management. Operating as a collegial body, RSC is the first consultation mechanism for the administrative region. Its decision-making body for operations, ROC, is activated at the request of the Governor to ensure the coordination of the regional response to crisis. At the end of the exercise, it was possible to assess the level of coordination of the involved stakeholders and determine the ways to optimize collective efficiency in the management of a crisis at the border.

Local communities were also key stakeholders as described in “Identified capacity needs”.

The exercise itself involved nearly 500 participants, including: (a) people from the local villages playing the roles of the displaced persons and local communities hosting displaced populations; (b) actors from a theatre company in Tillabéri working within the displaced populations with the mission to play specific roles during the incidents triggered by the facilitators; (c) representatives of IOM, UN partners, NGOs, national ministries involved in the exercise operations: management, facilitation, security, logistics, observers/evaluators, drivers.

About 200 representatives from the State services were deployed on the outskirts of Tillabéri as part of this exercise: Niger Armed Forces, National Police, National Guard, Gendarmerie, Civil Protection - Fire Brigade, Environment, Water and Forests Services, Health Services, Representatives of the Ministry of Humanitarian Action and the Directorate of Refugees and Civil Registry, in particular the Justice and Public Treasury.
Labour mobility and human development
IRIS: Ethical Recruitment

**PURPOSE/FUNCTION**
IRIS: Ethical Recruitment is IOM’s flagship initiative supporting governments, civil society, the private sector and recruiters in establishing ethical recruitment as a norm in cross-border labour migration. The goal of IRIS is to make international recruitment fair for everyone involved: migrant workers, employers, recruiters and countries of origin and destination. It does so by (a) promoting respect for the rights of migrant workers; (b) enhancing transparency and accountability in recruitment; (c) advancing the Employer Pays Principle; and (d) strengthening public policies, regulations and enforcement mechanisms. Among IRIS priorities are awareness raising and capacity development, regulation of international recruitment, voluntary certification of private recruitment agencies.

**PRECONDITIONS**
The key target group for IRIS initiative remains labour recruiters, namely recruitment agencies who send or receive workers from overseas. IOM supports them in strengthening their business practices and meeting the requirements of the IRIS Standard through a structured and individually focused IRIS capacity-building programme for labour recruiters (IRIS LR CBP). The programme takes a stepwise approach and reflects the fact that it takes time and an ongoing commitment from recruiters to progress towards full compliance and IRIS certification. The time required for a recruiter to complete the programme depends on the size and scope of the business as well as their individual commitment to IRIS, and can take between 6-18 months.

**AUDIENCE/MAIN STAKEHOLDERS**
IRIS is a multi-stakeholder initiative involving the recruitment industry, employers, multinational companies, industry associations, government regulators, international organizations, civil society organizations and trade unions, as well as multi-stakeholder and social auditing initiatives. Such approach is most effective because unethical recruitment is a complex challenge that requires efforts from various stakeholders over many jurisdictions. Governments cannot resolve the problems of unethical recruitment by themselves. They need the support of business in order to ensure that demand for ethical recruiters is sustained. And the recruitment industry needs the support of both governments and businesses in order to ensure that they can maintain sustainable and fair operations.

**KEY SUCCESS FACTORS**
It is advisable that new interventions focus on a defined migration corridor (or corridors), and where possible, link up with existing projects. This will enable IOM to identify and connect committed recruiters and employers on both sides of the migration corridor, as well as engage governments and civil society organizations in countries where IRIS is gaining traction. For example, the first IRIS government-to-government pilot project, in the corridors between the Philippines and two Canadian provinces of Alberta and Saskatchewan, brings together the three jurisdictions to create a framework to promote ethical recruitment.

**SPECIAL CONSIDERATIONS**
IRIS certification is available only to private recruitment agencies. It was launched in December 2018 in selected countries only and will be slowly introduced to new locations in the coming years.

To apply for IRIS certification recruiters first need to complete IRIS LR CBP with IOM. IRIS LR CBP, launched in 2019, is coordinated from the IRIS Secretariat at the IOM Headquarters in Geneva and implemented by IOM country offices in Asia, Africa, Europe and the Americas.

IRIS works closely with IOM’s Corporate Responsibility in Eliminating Slavery and Trafficking (CREST) programme and other related IOM projects.

**LINKS**
- Website of the IRIS global initiative
- IRIS Philippines to Canada Pilot Project
- Final report on IRIS development
IOM Corporate Responsibility in Eliminating Slavery and Trafficking (CREST) Initiative

PURPOSE/FUNCTION

CREST is IOM’s partnership initiative that aims to help business uphold the human and labour rights of migrant workers in international supply chains by building stronger commitments and developing capacity to eliminate unethical recruitment and employment practices and encourage collaboration across industries and stakeholders to achieve sustainable change. In doing so, CREST applies a migrant-centred, human rights-based and gender-sensitive approach, and seeks to support the implementation of the United Nation’s Guiding Principles on Human Rights and Business (UNGPs).

PRECONDITIONS

IOM is committed to partnering with companies who recognize their responsibilities as defined by the UNGPs. Partnerships with CREST can take many different forms. Through IOM’s wider structure as a UN agency, CREST aims to provide strategic, practical solutions that support operationalization of business commitments to ethical recruitment and employment of migrant workers. CREST recognizes varying levels of maturity of migrant worker recruitment and employment management systems and by jointly discussing a company’s goals and challenges, CREST offers tailored practical interventions. CREST has operational presence across Asia-Pacific with locally based IOM teams who are available to respond to business’ enquiries and support the development of a partnership.

AUDIENCE/MAIN STAKEHOLDERS

Through CREST, IOM works directly with all actors in supply chains. With multinational companies, it aims to enhance transparency of labour migration and address risks of forced labour through development of stronger corporate migrant worker policies and guidelines. With employers and labour recruiters, the focus is to develop capacity to conduct effective human rights due diligence, implement international standards on ethical recruitment and provide support services to migrant workers. With migrant workers the goal is to increase access to transparent information on employment terms and conditions, ethical recruitment services and effective grievance mechanisms. IOM also supports the participation of business in multi-stakeholder initiatives and international collaboration with governments, civil society and migrant communities.

KEY SUCCESS FACTORS

CREST offers tested methodologies and practical tools that are built on the journeys of migrant workers from recruitment to employment and return. Expert support can be delivered by IOM teams directly or made available to its partners through IOM’s advisory. A customized approach is applied to meet the specific requirements and standards of companies, according to their identified needs, industry specific risks and existing initiatives and policies on eliminating forced labour and human trafficking and promoting ethical recruitment of migrant workers. Monitoring and evaluation framework and tools help track progress over time.

SPECIAL CONSIDERATIONS

Strong technical knowledge base of IOM staff involved in the implementation of CREST partnership projects with business is essential. CREST can support strengthening of IOM’s programmatic approach to promotion of ethical recruitment, private sector engagement and countering modern slavery in other regions through delivery of training-of-trainers to relevant IOM staff.

CREST supports the roll-out of the IOM International Recruitment Integrity System (IRIS) in Asia through its partnerships with international companies and employers to create the ‘demand’ for ethical recruitment services. At the other end, IOM closely engages with labour recruiters to strengthen their management practices and create the ‘supply’ of ethical service providers through the delivery of the IRIS Capacity-Building Programme.
Migrant Resource Centres (MRCs), which have been established in recent years by governments, NGOs and international organizations such as IOM, provide information, services and assistance to migrants in both origin and host countries. This Handbook seeks to provide guidance for those considering setting up MRC on issues of institutional structure, service design and delivery and the resources required. For those already operating such a service, the Handbook delivers a useful reference source on issues of monitoring and evaluation, quality control, communication and outreach strategy and establishing links with organizations in destination countries.

The Handbook specifically focuses on MRCs providing assistance to migrants in countries of origin at a pre-departure stage. The ultimate goal is to ensure that migrants accessing MRC services are provided with accurate information and services that will contribute effectively to making their migration experience successful in terms of integration in the host country, and in case of return. Services are provided: (a) in preparation for travel, entry and stay, employment (including knowledge of labour markets, job seeking and skill requirements) and broader integration abroad; (b) during the stay abroad; and (c) upon return, to assist returnees with reintegration. This focus on integration will also be important in encouraging governments and other funding partners to support MRCs in the longer term.

The tool is aimed at those considering setting up MRC (external partners such as government agencies, NGOs or civil society organizations, international organization or donor organizations) and at those already operating these centres and want to enhance effectivity and quality of their services, their monitoring and evaluation processes and communications and outreach strategies.

It is recognized that the procedures included in the Handbook will need to be adapted for local conditions and for migrants’ needs in the location in which MRCs operate. The chapters include a full array of services provided, methods of service delivery, different ways in which MRCs can establish effective forms of cooperation and partnership and information management systems for client data, creating databases, data protection and data required for monitoring and evaluation, among others, which intend to cover most scenarios and needs.

The Handbook is structured in ten chapters that provide guidance to ensure effectivity and quality of the services provided by MRC. Throughout the Handbook examples are given of MRCs in countries of origin. Additional examples are also given from countries of destination where this is relevant to meeting clients’ needs across the whole migration cycle and where countries of origin can learn from the example.

The Appendices section includes standards for high-quality MRC services, examples of tools to collect data and feedback from the beneficiaries and contact information of some of MRCs referred to in the Handbook.
Training Curriculum “Building the Capacity of Municipalities in Socioeconomic Inclusion of Vulnerable Migrants”

**PURPOSE/FUNCTION**
This training curriculum aims to enhance the capacity of municipalities across the European Union (EU) to provide more inclusive and accessible social services for migrants and thus support their integration. It helps develop the following competences: attitudes favouring the effective and sustainable integration of migrants; knowledge and critical understanding of the current migration processes, causes and contexts of migration; skills related to the interaction with migrants and other local stakeholders (communities, NGOs, volunteers), use of specific work methods and tools. The curriculum consists of seven thematic modules supported by key training tools and handout materials.

**PRECONDITIONS**
To strengthen connection of the training sessions based on the curriculum with practice it is recommended to distribute three training days within several weeks and give the participants tasks to be fulfilled by the next training day. It should be made clear to the participants prior to the training session that they are expected to be present during all three days to ensure completeness and cohesion of the acquired knowledge and skills, and that participation implies commitment to fulfill the tasks presented at the end of training days one and two. The tasks are designed in a way not to interfere negatively with the participants’ professional activities.

**AUDIENCE/MAIN STAKEHOLDERS**
The target groups of the training programme are municipality staff as well as staff from other entities delivering services to migrants: social workers of specialized and general social services of the municipality; other staff of the municipality or of other local institutions; staff of private entities contracted by the municipality to deliver services to migrants or involved in projects on this topic in cooperation with the municipality. The manual also provides guidance for those participants who want to become multipliers and roll out the training to their colleagues, thus contributing to the professional development of their peers.

**KEY SUCCESS FACTORS**
Diversity of contexts in the cities and other administrative divisions, diversity of migrant groups, differences in backgrounds and training experiences, training needs and priorities of the concerned professionals, changing information regarding migration flows and the situation in the countries of origin, constitute challenges for the development and delivery of the training programme based on the curriculum. To be successful the training programme should be adapted to diverse needs and priorities of participants, have connection with their practice, be replicable for the participants’ peers. The curriculum itself allows for flexibility and adaptability to various national and local contexts through its modular design and availability in many languages.

**SPECIAL CONSIDERATIONS**
The training curriculum developed by IOM under the EU-funded project “ADMin4ALL: Supporting Social Inclusion of Vulnerable Migrants in Europe” is intended for EU Member States. Its content builds on a needs assessment study conducted in 12 municipalities in four EU countries while the curriculum was used during the training sessions in over 30 municipalities across seven EU countries. In addition to the trainings the ADMin4ALL project also relies on other capacity development activities such as peer exchange visits, regional workshops, fostering coordination within and among institutions dealing with migrant inclusion at the local level (municipalities, police, schools etc.) and with non-state actors (local NGOs, private sector).
Adaptation of the HELIOS learning courses to online format in response to COVID-19 (project ID IS.0016)

The HELIOS programme aims to promote the integration of beneficiaries of international protection into the Greek society through integration courses among others. Due to COVID-19 outbreak and emerging constraints related to it, 360 hours of mandatory face-to-face trainings were adapted to an asynchronous digital learning format.
HIGHLIGHTED EXPERIENCE

In order to adapt the courses from a live to online format, the IOM Education Team first defined assumptions for the response formulation of this project. The first conclusion was that online education should be asynchronous and that presence-based education hours translate into corresponding virtual units. One e-learning unit would correspond to one week, or 15 hours, of face-to-face educational process. The core content and different elements of the educational materials (animation videos, slide presentations, podcasts, audio and written exercises, reading material, quizzes etc.) were systematized. It was important to include diverse didactic materials to support the learning styles of the beneficiaries. The outline of the course was shared with all implementing partners who supported the development of the educational materials jointly with the IOM Education Team. After validation and adjustment of the outline, the IOM Education Team reworked it towards a more sequential and 'narrative' version to assure compliance with the academic approach of the HELIOS curriculum. The e-learning curriculum was also enriched with audio-visual elements to reinforce the interactive nature of learning and to adapt the material to the technical requirements of the E-Campus e-learning platform, where it was hosted. The courses were tested by the IOM Education Team, students and educators for the purpose of identification of errors and validation. The IOM Education Team continues working on the development and adjustment of the online courses based on the needs and feedback of the beneficiaries. The courses were developed inhouse and no external service providers were hired.

IDENTIFIED CAPACITY NEEDS

The e-learning courses were developed as a response to the COVID-19 outbreak and limitations caused by it, with the added value of offering a sustainable solution once operations return to normality at the established HELIOS Integration Learning Centres (ILCs). Consequently, the e-learning courses function as a support to face-to-face lessons, providing access to beneficiaries who reside in areas where no ILC is established and to those that have been granted exemption from the mandatory attendance due to vulnerabilities.

Two important challenges were addressed during the development of the course: the poor access of beneficiaries to internet connection and the technology illiteracy of a significant number of beneficiaries. To map these risks and their importance, a feasibility survey was conducted during the initial stage of the development.

The IOM Education Team proceeded with the following mitigation measures for the mentioned risks: (a) creation and dissemination of a communication strategy for the implementing partners about the new educational modalities for the project, including video tutorials and manuals translated in all required languages; (b) recommendations to all implementing partners to organize small induction group sessions with beneficiaries about the E-Campus; (c) creation of an offline version with a minimum data size to facilitate its download and stream via the MOODLE app; (d) facilitation of biweekly visits of the students to their ILCs to access wifi, download materials an upload progress; (e) all students participating in live lessons at the time were encouraged to use the platform and navigate through the e-course.

AUDIENCE/MAIN STAKEHOLDERS

The project is run in close collaboration with national authorities and experienced partner organizations. The online solutions of the HELIOS e-learning courses are implemented by all HELIOS implementing partners for education. The students of the course are beneficiaries of international protection currently residing in temporary accommodation facilities in Greece.

KEY SUCCESS FACTORS

The IOM Education Team reacted quickly to the COVID-19 outbreak and initiated the development of the e-learning proposal while conducting research on e-learning solutions. IOM was able to capitalize on the academic and professional knowledge and experience of colleagues in IOM's Country Office in Greece and its Education Team in the areas of education, technologies, programming, graphic and interactive design among others. The Country Office worked jointly with other IOM central offices and the E-Campus team. The development of the educational materials and translations were executed by the IOM Education Team and the education staff working at the centres.
Migrant protection and assistance
Reintegration Handbook

The Handbook is divided into five modules and provides practical guidance for designing, implementing, monitoring and evaluating reintegration assistance programmes. It can also be used to advocate for financial resources and partner engagement for reintegration programming. The Handbook focuses on assistance in the context of migration management, provided to migrants who are unable or unwilling to remain in host countries. It illustrates reintegration initiatives that can be applied to various types of return, whether forced or voluntary. It does not, however, address reintegration of internally displaced persons or the disarmament, demobilization and reintegration of ex-combatants.

Before planning the details of reintegration assistance programming, it is important to research and be aware of the national, regional and local rules and systems for service provision. Capacity development activities related to the reintegration programming should be designed with a clear understanding of the country’s legislation regulating service provision, its frameworks and policies and any referral systems that are already in place, such as for mental health care or to assist victims of trafficking, and in all other service areas relevant for reintegration, such as housing, education and employment.

The Handbook is designed for various stakeholders involved in providing reintegration related support at different levels and at different stages: project developers, project managers and case managers – but also policymakers and other reintegration practitioners. The Handbook is written on the premise that to foster the sustainable reintegration of returnees a government-wide approach is required. In practice, this occurs through the adoption of coordinated policies and in harmonization with practices by relevant stakeholders at the international, regional, national and local levels. While many actors might have an interest in all five proposed modules, each module indicates the specific target audience for which it is aimed.

The Handbook is based on IOM’s experience in the field of reintegration. Due to its global presence, IOM is in a strong position to share expertise gained over many years of conceptualization and implementation of reintegration programming. As such, the Handbook provides numerous case studies and practical examples of where and how IOM and other partners have implemented the ideas and concepts covered in this guidance. The Handbook also emphasizes the importance of establishing synergies with relevant partners and working in close coordination with them to enable the best possible results in what are often very complex environments.

The Handbook takes into account that reintegration programmes can vary greatly in scope, funding and size. Consequently, its purpose is not to define standard operating procedures applicable to all contexts. Instead, the Handbook should be used flexibly based on the specific implementation conditions of each context. The Handbook does not address specific considerations for the reintegration of children and their families, however a relevant section drafted in partnership with UNICEF will be included in its subsequent versions. The Handbook is accompanied by an online course, both available in English, French, Spanish and Arabic. Also, a face-to-face training curriculum has been produced for IOM staff involved in capacity development.

**PURPOSE/FUNCTION**

**PRECONDITIONS**

Before planning the details of reintegration assistance programming, it is important to research and be aware of the national, regional and local rules and systems for service provision. Capacity development activities related to the reintegration programming should be designed with a clear understanding of the country’s legislation regulating service provision, its frameworks and policies and any referral systems that are already in place, such as for mental health care or to assist victims of trafficking, and in all other service areas relevant for reintegration, such as housing, education and employment.

**AUDIENCE/MAIN STAKEHOLDERS**

The Handbook is designed for various stakeholders involved in providing reintegration related support at different levels and at different stages: project developers, project managers and case managers – but also policymakers and other reintegration practitioners. The Handbook is written on the premise that to foster the sustainable reintegration of returnees a government-wide approach is required. In practice, this occurs through the adoption of coordinated policies and in harmonization with practices by relevant stakeholders at the international, regional, national and local levels. While many actors might have an interest in all five proposed modules, each module indicates the specific target audience for which it is aimed.

**KEY SUCCESS FACTORS**

The Handbook is based on IOM’s experience in the field of reintegration. Due to its global presence, IOM is in a strong position to share expertise gained over many years of conceptualization and implementation of reintegration programming. As such, the Handbook provides numerous case studies and practical examples of where and how IOM and other partners have implemented the ideas and concepts covered in this guidance. The Handbook also emphasizes the importance of establishing synergies with relevant partners and working in close coordination with them to enable the best possible results in what are often very complex environments.

**SPECIAL CONSIDERATIONS**

The Handbook takes into account that reintegration programmes can vary greatly in scope, funding and size. Consequently, its purpose is not to define standard operating procedures applicable to all contexts. Instead, the Handbook should be used flexibly based on the specific implementation conditions of each context. The Handbook does not address specific considerations for the reintegration of children and their families, however a relevant section drafted in partnership with UNICEF will be included in its subsequent versions. The Handbook is accompanied by an online course, both available in English, French, Spanish and Arabic. Also, a face-to-face training curriculum has been produced for IOM staff involved in capacity development.
PURPOSE/FUNCTION
Addressing and reducing vulnerabilities in migration is one of the objectives of the Global Compact for Safe, Orderly and Regular Migration. However, there is no internationally accepted definition of “vulnerable migrant,” no clear procedures for identifying them, nor operational guidelines for their protection and assistance. The Handbook addresses this gap by introducing IOM’s determinants of migrant vulnerability model and discussing its operationalization and thus it will be useful to all those working with vulnerable migrants in understanding the various factors that can increase (or decrease) vulnerability, identifying vulnerable migrants, and advocating for and implementing meaningful actions to address their vulnerability.

PRECONDITIONS
The need to establish or strengthen protection and assistance for vulnerable migrants must first be ascertained. There are various ways of doing this: based on migration-related event, political commitments and legal requirements, surveys and consultations, research and analysis.

AUDIENCE/MAIN STAKEHOLDERS
This Handbook is intended for case managers, service providers, communities, development and private sector entities, States (local and national government officials, policy-makers and decision makers) working to provide protection and assistance to migrants vulnerable to violence, exploitation and abuse, or to mitigate and reduce factors contributing to migrant vulnerability.

KEY SUCCESS FACTORS
The Handbook recognizes that migrants and their households and families, and the communities and groups to which they belong, are situated in a broader social environment, and that both resilience and vulnerability are determined by the presence, absence and interaction of risk and protection factors at the various levels—individual, household/family, community and structural. Hence, each chapter of the Handbook proposes different approaches to address the risks of vulnerability at different levels. It provides various interventions that can be undertaken to address individual, household/family, community and structural vulnerability determining factors. In addition, the Handbook also highlights the key stakeholders at the various levels of intervention.

SPECIAL CONSIDERATIONS
Nothing in the Handbook should be construed as limiting or undermining any legal obligations by which a State may be bound or to which it is subject under international law or domestic legal obligations or other standards that apply to the efforts of States, international organizations, private sector entities or civil society organizations to better protect and assist migrants. The Handbook is complemented by the IOM Guidance on Response Planning for Migrants Vulnerable to Violence, Exploitation and Abuse and the IOM Guidance on Referral Mechanisms for the Protection and Assistance of Migrants Vulnerable to Violence, Exploitation and Abuse and Victims of Trafficking.
IOM Guidance on Response Planning for Migrants Vulnerable to Violence, Exploitation and Abuse

This publication is unique in that it is the first to provide guidance on how to develop strategies and plans of action for the protection and assistance of migrants vulnerable to violence, exploitation and abuse. The objective is to strengthen strategic and operational responses and thereby to improve protection and assistance at the local, national and transnational levels. IOM has been prompted to develop this practical guidance as a provider of both protection and assistance services to vulnerable migrants worldwide and technical support to its Member States with regard to migrant protection.

The need to establish or strengthen protection and assistance for vulnerable migrants must first be ascertained. There are various ways of doing this: based on migration-related event, political commitments and legal requirements, surveys and consultations, research and analysis.

The Guidance is intended for government officials and practitioners working on migrant protection and assistance worldwide, civil society and international organizations. It can be applied in countries of origin, transit and destination, and in developing and developed contexts.

This publication draws extensively on the IOM determinants of migrant vulnerability model and framework for providing protection and assistance to migrants vulnerable to violence, exploitation and abuse. The model encompasses not only vulnerability but also resilience. It therefore considers both risk factors (which contribute to vulnerability) and protective factors (which improve capabilities to avoid, cope with or recover from harm), and the way that the two interact.

An appropriate, comprehensive and sustainable programmatic response is one that addresses the risk factors that contribute to vulnerability and mobilizes protective factors that enhance resilience, at all levels (individual, household/family, community and structural) and with the engagement of all relevant stakeholders.

Given that countries face different challenges when it comes to migrant protection and assistance and have various capacities and service delivery models, it would be impossible to come up with a one-size-fits-all solution; the Guidance is therefore intended as a general blueprint and is not region- or country-specific. This Guidance should be considered as complementing the IOM Handbook on Protection and Assistance for Migrants Vulnerable to Violence, Exploitation and Abuse and the IOM Guidance on Referral Mechanisms for the Protection and Assistance of Migrants Vulnerable to Violence, Exploitation and Abuse and Victims of Trafficking.
IOM Guidance on Referral Mechanisms for the Protection and Assistance of Migrants Vulnerable to Violence, Exploitation and Abuse and Victims of Trafficking

**PURPOSE/FUNCTION**
Practical guidance contained in this publication provides information on how to develop and implement referral mechanisms for the protection and assistance of migrants vulnerable to violence, exploitation and abuse. Referral mechanisms are defined as a process of cooperation between multiple stakeholders to provide protection and assistance services to vulnerable migrants. The objective is to strengthen operational responses and thereby improve protection and assistance at the local, national and transnational levels. IOM has been prompted to develop this practical guidance as a provider of both direct assistance to vulnerable migrants worldwide and technical support to Member States with regard to migrant protection.

**PRECONDITIONS**
Even though a referral mechanism is not a one-off document, but rather the process of working together through various steps of the assistance process, a referral mechanism nevertheless requires certain key documents if it is to function appropriately, including a memorandum of understanding and standard operating procedures.

**AUDIENCE/MAIN STAKEHOLDERS**
This Guidance is intended for government officials and practitioners working on migrant protection and assistance worldwide. It can be applied in countries of origin, transit and destination, and in developing and developed contexts.

**KEY SUCCESS FACTORS**
Vulnerable migrants have a wide array of needs that cut across sectors and providers and it is unlikely that any one government entity or organization can meet them all. Multiple and overlapping protection systems might exist in a specific context, with multiple organizations, each with a different mandate, providing different services. Coordination is thus essential to ensure that migrants get the protection and assistance that they need and to avoid fragmentation in service delivery.

**SPECIAL CONSIDERATIONS**
Given that countries face different challenges when it comes to migrant protection and assistance and have various capacities and service delivery models, it would be impossible to come up with a one-size-fits-all solution; the Guidance is therefore intended as a general blueprint and is not region- or country-specific. This Guidance should be considered as complementing the IOM Handbook on Protection and Assistance for Migrants Vulnerable to Violence, Exploitation and Abuse and the IOM Guidance on Response Planning for Migrants Vulnerable to Violence, Exploitation and Abuse.
Developing a Training Strategy on the Structural Responses to Migrants Vulnerable to Violence, Exploitation and Abuse

PURPOSE/FUNCTION
This document provides guidance on how to develop and roll out training strategies to build capacity of States and those supporting them on the protection and assistance of migrants vulnerable to violence, exploitation and abuse. The Guidance is intended to also assist States in the process of developing their own training strategies, contains information on training types, planning, monitoring and evaluating.

PRECONDITIONS
The first step in developing a training strategy is to determine the nature and scope of the training required. In this case, the need to establish or strengthen the protection and assistance to vulnerable migrants at the structural level must first be ascertained using one of the following approaches: learning needs assessments, surveys and consultations, response to events, to legal and policy developments, to capacity building commitments made by the States.

AUDIENCE/MAIN STAKEHOLDERS
The information contained in this Guidance is intended for government officials, representatives of the United Nations agencies, international organizations, NGOs and civil society and other practitioners working on migrant protection and assistance worldwide to enhance their capacity on addressing and mitigating migrant vulnerability stemming from structural factors, as per IOM’s determinants of migrant vulnerability model. It can be applied in countries of origin, transit and destination, and in developing and developed contexts.

KEY SUCCESS FACTORS
This document is unique in that it is the first time that such guidance is provided on how to develop strategies specifically to build capacity through training based on IOM’s determinants of migrant vulnerability model and framework for providing protection and assistance to migrants vulnerable to violence, exploitation, and abuse. The model encompasses not only vulnerability but also resilience. It therefore considers both risk factors (which contribute to vulnerability) and protective factors (which improve capabilities to avoid, cope with or recover from harm), and the way that the two interact.

SPECIAL CONSIDERATIONS
While training on programmatic interventions can be relevant for each of the four levels of the IOM’s determinants of migrant vulnerability model, this guidance focuses on training efforts aimed at enhancing knowledge and understanding of the structural level of intervention. “Structural” in this case refers to the political, social, and economic institutions, including formal organizations of governments, formal organizations through which people can represent their interests in relation to the government, and regional and/or global institutions. It also includes values or ideas, dynamics and inter-relations and environmental conditions.
Framework for Assisted Voluntary Return and Reintegration (AVRR)

The Framework is meant to guide policymakers and practitioners in the design and implementation of AVRR-related policies and programmes. It lays out the key principles that in IOM’s view need to be adhered to in order to support dignified voluntary returns and sustainable reintegration and proposes six concrete objectives which are applied throughout the AVRR process, both illustrated through concrete activities.

Preconditions
Return migration is an indispensable part of a comprehensive approach to migration management, and this can only be achieved through complimentary efforts and coordination among State and non-State actors at both national and international levels. AVRR should not be considered in isolation from other components of migration management. A well-functioning and balanced return migration system depends, inter alia, on the effectiveness of fundamental migration management components such as: fair and transparent asylum procedures in host or transit countries, availability of legal migration pathways, integration and resettlement measures, and access to rights and remedies.

Audience/Main Stakeholders
Designed to guide both policymakers and AVRR practitioners, the scope of the Framework goes beyond IOM’s own engagement. Considering the diversity of AVRR projects’ eligibility criteria, available resources, national policies, implementation partners and operational contexts, the Framework proposes a road map to address voluntary return and reintegration in a holistic way – one that responds to the needs of the individual returnees, the needs of the communities to which they return and the priorities of concerned governments, calling for the adoption of coordinated measures, policies, and practices between stakeholders responsible for migration management and development at the international, national central and local levels.

Key Success Factors
AVRR principles – voluntariness, migrant-centered response, safety of returning migrants, sustainability of reintegration, confidentiality, dialogue and partnerships, evidence-based approach – when translated into practice both in policy and operations, contribute to upholding humane and dignified return and sustainable reintegration in all AVRR programmes.

Special Considerations
The AVRR legal foundations are anchored in international law and rest on two main pillars: (i) protection of the rights of migrants during the return and reintegration process and (ii) state sovereignty to determine who may enter and remain within their territory, subject to their respective obligations under international law.
A Toolkit for guidance in designing and evaluating counter-trafficking programmes

The Toolkit is an initial set of practical tools intended to support better response to trafficking in persons (TiP) and improve the impact of anti-trafficking activities through strengthening programme design, informing evaluation planning, and engendering formative and summative learning. The tools developed by the Inter-Agency Coordination Group against Trafficking in Persons (ICAT) composed of ILO, IOM, OHCHR, UNHCR, UNICEF, UNODC, help to capture, analyze and employ accumulated knowledge in the sector including findings and lessons learned from existing evaluations. In the past, absence of such tools contributed to repeated shortcomings in programme design that limited the value added of counter-TiP evaluations.

The tools are made accessible for and easily employable by practitioners, which is facilitated by the structure and the methodology of the Toolkit. It provides a general overview of counter-TiP programming design issues, an overall starting point for the design of counter-trafficking interventions, while separate sections elaborate on seven types of counter-TiP activities such as awareness-raising, improving livelihoods, developing criminal justice capacity etc. Each section contains (a) a brief discussion of lessons learned; (b) a set of questions aimed at assisting in programme design; and (c) a non-exclusive set of possible indicators for measuring progress in responding to TiP.

ICAT has developed this document for use by (a) staff of government, non-government, international and private sector organizations involved in developing and prioritizing counter-trafficking interventions and (b) staff of funding agencies involved in appraising project and programme proposals.

Readers are expected to use the material in the Toolkit alongside their own experience and factors relating to the actual context in which they are working, particularly by answering a set of specific questions developed for each of the seven types of counter-TiP activities. Designers should be able to modify the envisaged programme/project approach or to add complementary activities when, in some cases, the answers to these questions suggest such need; in other cases, consideration of the questions may reveal that the approach itself is unlikely to lead to the desired result, and alternatives need to be considered.

The document does not provide a standard template for project/programme design. It also does not cover all aspects of the response to TiP, but focuses on those: (a) that have been most common to date and (b) for which there is a body of accumulated knowledge (both from within and outside of the counter-TiP sector). In some cases, only some of the questions in a particular section may be relevant. In others, a planned intervention might cut across several types of counter-TiP activities described in this Toolkit and the reader may wish to draw on questions from more than one section. For example, a programme to promote calls to a new TiP telephone hotline might draw on aspects of the sections on awareness-raising and the section on victim identification.
Guidance to respect children’s rights in return policies and practices: Focus on the EU legal framework

**PURPOSE/FUNCTION**
This document provides guidance on the design and implementation of return procedures that are child rights compliant thus developing the capacity of duty bearers to meet their obligations. In particular, it sets out concrete measures necessary to ensure respect for the rights of every child, including children in families, when implementing return legislation and policy in Europe, in line with international law obligations, in particular the UN Convention on the Rights of the Child, the EU Charter of Fundamental Rights, and the EU Return Directive, and complements the 2017 revised European Commission Return Handbook.

**PRECONDITIONS**
The best interest of the child shall be a primary consideration in all actions concerning them. The precondition to any return of a child — whether unaccompanied, separated or within a family — is that their best interests have been examined and return is found to be in their best interest. This requires specific procedures to be implemented in every decision-making process that could lead to the return of a child. This guidance addresses how to design these procedures, what factors should be considered, possible outcomes and how to implement a decision when return is found to be in the best interest of the child. It does not address how to implement the decision when an alternative durable solution is found to be in the best interest of the child as a result of the procedure.

**AUDIENCE MAIN STAKEHOLDERS**
The guidance is aimed at those representatives of EU Member State authorities who design and implement return procedures. It has been developed through a process of consultations, first among United Nations agencies and civil society experts on migration and children’s rights, and then with EU agencies, the European Commission and Member State representatives. It aims to serve as the basis for dialogue with State authorities in the context of return procedures from EU Member States.

**KEY SUCCESS FACTORS**
The guidance in this document is informed by direct evidence, reports and tools provided by the Council of Europe Committee on the Prevention of Torture, UNICEF, UNHCR, IOM, OHCHR, Save the Children, among others, reflecting on the implementation and impacts of EU and its member states’ return policies and practices on children and families. The involved organizations remain ready to constructively engage in a dialogue with authorities and other key stakeholders on how to implement the procedures set out in this document in different national contexts.

**SPECIAL CONSIDERATIONS**
Current practice frequently dictates that protection on the basis of children’s rights ends at 18 years of age. For children in migration this can result in a significant loss of rights. The guidance recommends that if the child turns 18 during the course of the procedure, the procedure must be completed with the same safeguards, and the durable solution found to be in the best interests of the child implemented according to the procedure set out. Support services should not abruptly end but foresee a transitional period of ‘after-care’, with practitioners trained to deal with youth.
Caring for Trafficked Persons: Guidance for Health Providers

PURPOSE/FUNCTION

The Guidance was produced with the purpose to serve as a recognized standard for managing the health consequences of trafficking in persons. It aims to provide practical, non-clinical guidance to help concerned health providers understand the phenomenon of human trafficking, recognize some of the health problems associated with trafficking and consider safe and appropriate approaches to providing health care for trafficked persons. This resource attempts to respond to questions such as: “What special approaches are required for diagnosis and treatment of a patient who has been trafficked?” and “What can I do if I know or suspect someone has been trafficked?”

PRECONDITIONS

The widespread nature of trafficking suggests that a health provider may at some point encounter a person who has been trafficked. A trafficked person may be referred to a health care provider; a patient may disclose a trafficking experience; or a provider may detect signs that suggest an individual has been trafficked. Therefore, this Guidance should be made broadly and easily accessible to health providers. IOM country offices might support its translation into the respective languages, promote and distribute it, as for example it has been done in China in 2011.

AUDIENCE/MAIN STAKEHOLDERS

The Guidance is written for health providers who may now or in the future provide direct health care services for individuals who have been trafficked. It is designed to accommodate varying degrees of contact with and involvement in the care and referral of people who have been trafficked. The intended audience includes the following: general practitioners and primary care providers; private and public health providers; emergency room staff; health centre staff, such as receptionists or technical staff; clinicians, e.g. gynaecologists, neurologists, infectious disease specialists; outreach care providers in fields such as sexual health or refugee/migrant health; mental health care professionals, e.g. psychologists or psychiatrists.

KEY SUCCESS FACTORS

The care approaches described in the Guidance should, to the extent possible, be supported by training and sensitization to ensure appropriate and consistent implementation, as it has been done in Azerbaijan in 2017. Additionally, while this document offers guidance on good practice, different settings will undoubtedly have varying health care contexts and available resources. Recommendations should be adapted to local contexts.

SPECIAL CONSIDERATIONS

The Guidance is frequently referred to in IOM programme/project design and implementation. For example, the project “Caring for Trafficked Persons in Finland” has been developed in 2016 with a reference to this document. Although this document focuses on trafficked persons, its guidance is designed to be inclusive, with information that may be useful for meeting the health needs of other marginalized or abused populations. The aim is achieving the best health for all.
The IOM Handbook on Direct Assistance for Victims of Trafficking

**PURPOSE/FUNCTION**

This Handbook provides guidance and advice necessary to effectively deliver a full range of protection and assistance services to victims of trafficking from the point of initial contact and screening up to the effective reintegration of the individuals concerned. This Handbook summarizes and systematizes IOM’s own experience in implementing counter-trafficking activities for some 13 years (at the date of the publication in the year 2007) during which IOM provided assistance to over 14,000 victims of trafficking in all regions of the world.

**PRECONDITIONS**

To make this Handbook broadly and easily accessible to the growing number of organizations, providing or intending to provide assistance to victims of trafficking, IOM country offices might support its translation into the respective languages, promote and distribute it, as for example it has been done by IOM Seoul, while translation into Korean posed a challenge.

**AUDIENCE/MAIN STAKEHOLDERS**

The Handbook is intended for all organizations providing or intending to provide assistance to victims of trafficking, but especially for organizations who are just beginning to develop victim assistance programmes and can benefit from IOM’s experiences. It may also be used by policymakers seeking to develop legislation and policy framework (e.g. national action plans) for the protection of trafficked victims.

**KEY SUCCESS FACTORS**

The Handbook is designed to be read as a whole, but it can also be used to refer to specific topics dealt with in specific chapters. All the chapters and appendices are closely interrelated. To address such complex issues in the most professional manner possible, it is important to adopt a holistic approach. In order to gain maximum benefit from this Handbook, the reader is advised to read and develop a sound knowledge of the entire contents.

**SPECIAL CONSIDERATIONS**

IOM recognizes that each victim of trafficking is unique and requires and desires different assistance. Also, the nature of trafficking is different around the world and is ever evolving, requiring changing responses. Therefore, this Handbook is not meant to provide a single methodology for the provision of assistance to victims of trafficking, but to offer suggestions and guidance. Although the Handbook covers assistance to minors, it does not do so in the depth necessary for the concerned practitioner who should be sure to also refer to UNICEF’s Guidelines on the Protection of Child Victims of Trafficking.
Virtual community of practice on the IOM Return and Reintegration Platform

**PURPOSE/FUNCTION**

The community area of the IOM Return and Reintegration Platform constitutes an online space, resembling an online forum, for users to connect with experts in the sphere of return and reintegration and peers around the world. They can post queries, share documents, participate in online discussions and thus exchange knowledge, ideas and find innovative solutions.

As such, the virtual community of practice is a tool that helps to develop technical, collaborative and innovative capacities of the users as well as further engage migration management actors into an (IOM-supported) capacity development process.

**PRECONDITIONS**

Users have to sign up as registered members in order to access the community page. Once registered, they can access the members’ page, the technical (thematic) groups’ page as well as a dedicated area allowing to join webinars. To start participating in the community interaction registered users can join one or more of 16 technical (thematic) groups, each covering a specific area of work in the field of return and reintegration: return; reintegration; policy and legislation; monitoring, evaluation and learning; dialogue and partnership; capacity-building; migrants in vulnerable situations; communities; economic opportunities, livelihoods and labour market; psychosocial needs and support; counselling; protection; assisted voluntary return and reintegration; development; gender; environment.

**AUDIENCE/MAIN STAKEHOLDERS**

The community is created for practitioners from host, transit and origin countries working in the area of return and reintegration. In the period between December 2019 and June 2020, over 160 members registered in the community, including about 60% from IOM and about 40% representing external actors (partners, government agencies, non-governmental organizations, researchers etc.). The majority of the registered members were from the European Economic Area (36%), followed by Central and West Africa (15%), the Middle East and North Africa (13%), and Asia and the Pacific (12%). To facilitate exchanges, members are able to view each other’s profiles searching by countries, topics of interest and areas of expertise.

**KEY SUCCESS FACTORS**

To make the Platform, together with the community, a critical hub for dialogue and cooperation in the context of dignified return and sustainable reintegration, active promotion of its use and effective engagement of new actors in the field are required. Since its launch, such promotion has been carried out among the IOM networks (colleagues working on return and reintegration, IOM offices implementing the EU-IOM Actions in support of migrant protection and sustainable reintegration, their national partners and counterparts etc.) as well as relevant external entities. In parallel, visibility of the Platform and its community was also increased through social media (Twitter, Instagram, LinkedIn).

**SPECIAL CONSIDERATIONS**

The community of practice is one of the three main features of the Return and Reintegration Platform launched by IOM with support from the European Union in the context of the EU-IOM Knowledge Management Hub as a global tool to disseminate knowledge and good practices in the field of return and reintegration. Other two key features accessible for users are: (a) a unique repository with hundreds of publications on return and reintegration published since the year 2000; (b) the learning area offering webinars and e-courses to foster knowledge sharing and learning about most pressing issues related to return and reintegration. In addition, users can access a spotlight area with the latest news and information on the topic as well as an interactive map displaying reintegration initiatives.
Running an Effective Migrant Resource Centre: A Handbook for Practitioners

PURPOSE/FUNCTION

Migrant Resource Centres (MRCs), which have been established in recent years by governments, NGOs and international organizations such as IOM, provide information, services and assistance to migrants in both origin and host countries. This Handbook seeks to provide guidance for those considering setting up MRCs on issues of institutional structure, service design and delivery and the resources required. For those already operating such a service, the Handbook delivers a useful reference source on issues of monitoring and evaluation, quality control, communication and outreach strategy and establishing links with organizations in destination countries.

PRECONDITIONS

The Handbook specifically focuses on MRCs providing assistance to migrants in countries of origin at a pre-departure stage. The ultimate goal is to ensure that migrants accessing MRC services are provided with accurate information and services that will contribute effectively to making their migration experience successful in terms of integration in the host country, and in case of return. Services are provided: (a) in preparation for travel, entry and stay, employment (including knowledge of labour markets, job seeking and skill requirements) and broader integration abroad; (b) during the stay abroad; and (c) upon return, to assist returnees with reintegration. This focus on integration will also be important in encouraging governments and other funding partners to support MRCs in the longer term.

AUDIENCE/MAIN STAKEHOLDERS

The tool is aimed at those considering setting up MRC (external partners such as government agencies, NGOs or civil society organizations, international organization or donor organizations) and at those already operating these centres and want to enhance effectivity and quality of their services, their monitoring and evaluation processes and communications and outreach strategies.

KEY SUCCESS FACTORS

It is recognized that the procedures included in the Handbook will need to be adapted for local conditions and for migrants’ needs in the location in which MRCs operate. The chapters include a full array of services provided, methods of service delivery, different ways in which MRCs can establish effective forms of cooperation and partnership and information management systems for client data, creating databases, data protection and data required for monitoring and evaluation, among others, which intend to cover most scenarios and needs.

SPECIAL CONSIDERATIONS

The Handbook is structured in ten chapters that provide guidance to ensure effectivity and quality of the services provided by MRC. Throughout the Handbook examples are given of MRCs in countries of origin. Additional examples are also given from countries of destination where this is relevant to meeting clients’ needs across the whole migration cycle and where countries of origin can learn from the example. The Appendices section includes standards for high-quality MRC services, examples of tools to collect data and feedback from the beneficiaries and contact information of some of MRCs referred to in the Handbook.
IOM Guidance for mainstreaming environmental and climate considerations into reintegration programming

**PURPOSE/FUNCTION**

The tool helps mainstream environmental perspectives in design and implementation of reintegration programmes to ensure sustainability of their outcomes for both returnees and their communities. As an annex to the Reintegration Handbook, it follows its structure proposing a set of guiding questions for each level in which reintegration assistance occurs – individual, community, structural – and a section on monitoring and evaluation. In developing this guidance, IOM draws on its extensive experience in both reintegration programmes and on the linkages between migration, environment and climate change. This document should be considered as a basic awareness-raising and guidance tool and as the foundation for future efforts towards more asserted practical guidelines.

**PRECONDITIONS**

It is essential to minimize the environmental impacts of the reintegration operations, but also to contribute throughout the reintegration process to the implementation of sustainable practices in the communities of return. This guidance document aims to encourage reflection and initiatives to better understand opportunities and challenges associated with the inclusion of environmental dimensions into reintegration programmes.

**AUDIENCE/MAIN STAKEHOLDERS**

The tool is aimed at all stakeholders involved in reintegration policies and programmes, such as national and local public authorities (including technical ministries and agencies), Technical Vocational Education and Training (TVET) institutions, development agencies, donors, NGOs, international organizations, climate change adaptation and disaster risk reduction specialists, and livelihoods experts. The guidance it provides is of particular relevance for staff at the organizations responsible for developing and delivering reintegration programmes, such as project/programme developers, programme implementation staff and M&E specialists.

**KEY SUCCESS FACTORS**

This guidance document supports IOM’s integrated approach to reintegration and therefore should be read in conjunction with the broader guidelines on reintegration contained in the main modules of the Reintegration Handbook. It is composed of policy and programme-level suggestions relating to environment perspectives that are important to reintegration programmes, but do not go into the detailed considerations on reintegration programmes in general – readers should consult the corresponding modules of the Reintegration Handbook for this type of information. This document will also complement rather than replace usual environmental screening for project proposals (or environmental impact assessment where relevant).

**SPECIAL CONSIDERATIONS**

The proposed set of guiding questions helps stakeholders incorporate environmental considerations and identify opportunities at each level. Each section includes case studies of activities involving returnees and their communities that have been, or could be, integrated into reintegration programmes to make their outcomes more sustainable. It also contains concrete steps and actions that should be implemented in each level. Exploring opportunities for integrating environmental dimensions into reintegration activities represents an innovative response to international policy commitments to address the environmental drivers of migration, such as those made in the Paris Climate Agreement of 2015, and GCM.
Action plan for capacity development of the Ethiopian Government and other partners on return and reintegration (project RT.1354)

The action plan contains a mix of capacity development activities of various types, targeting several stakeholders at central and regional levels, and puts them in a chronological and interdependent sequence, with the purpose to increase the capacities of the Ethiopian authorities and other relevant stakeholders to develop and implement return and reintegration policies and processes.

**GEOGRAPHICAL COVERAGE**

Ethiopia
(within the EU-IOM Joint Initiative for Migrant Protection and Reintegration in East and Horn of Africa (JI))

**DURATION OF THE IMPLEMENTATION**

Two years (2019-2020) for the action plan within the four-year JI programme

**LINKS**

- Action plan for capacity development in Ethiopia
- JI Description of the Action
- About capacity development under JI
Capacity development in return and reintegration was defined as a key priority of JI. At the same time, JI is a vast programme with an implementation period of 48 months (with possible extension), geographical coverage of eight countries of the Khartoum Process with primary focus in four of them – Djibouti, Ethiopia, Somalia and Sudan, and a budget of EUR 43 million. Given the large scale of the programme as well as limited investments in these processes and capacities in the past, it would not have been feasible to define a capacity development strategy and design the capacity development activity plan with sufficient amount of detail for each partner country from the onset of the programme (including in the project documents).

The first year of programme implementation was devoted to mapping and identification of partners, ensuring governments’ understanding, ownership, and participatory involvement (stakeholder engagement phase) and assessments, including capacity assessment (capacity assessment phase). During the next phase of the capacity development response formulation a general capacity development strategy was prepared for Djibouti, Ethiopia and Somalia. In Ethiopia it was followed by development by IOM of a detailed action plan.

The capacity development plan was compiled internally, without involvement of an external consultant. One IOM staff member was appointed as focal point and coordinated inputs from relevant units of the Country Office reflecting the identified capacity needs.

The two-year action plan contains activities that are grouped based on the recipients of the capacity development support, quantity of the planned activities, estimated budget, timeframe, as well as units/persons in charge of their implementation. As such, the action plan externalizes the capacity development mix and sequence, at the same time putting into practice the strategic considerations for capacity development within JI.

Capacity development measures contained in the plan included workshops, training, technical and human resource assistance, development of various working documents and manuals, support to service provisions, study tours and on-the-job training. There were also foreseen actions aimed at provision of material resources, such as office equipment, furniture, training equipment, which do not constitute capacity development per se but enable the support recipients to practically apply newly developed or existing technical and functional capacities.

Return and reintegration were not a new area for the Ethiopian Government and other national actors. This provided a good opportunity for learning and anchoring interventions based on previous experiences. The Government adopted the national directive on reintegration that established a legislative basis for the work done under JI as well as for the functioning of the technical and coordination mechanism addressing reintegration.

At the same time, the assessments conducted under JI, as well as the knowledge existing in the Country Office prior to the JI implementation, evidenced that capacities of actors involved in return and reintegration activities should be enhanced. Government’s ownership of the process of reintegration of returning migrants needed to be strengthened and the functioning of the interagency coordination mechanisms required support.

The capacity development needs were further refined through inclusion of this subject into all interactions between IOM and the governmental authorities; notes about capacity development needs were taken during every field visit. The JI’s partnership approach envisaged work with Ethiopian NGOs as implementing partners but those local NGOs that responded to IOM’s calls for proposal had low capacities themselves thus also requiring capacity development.

The action plan contains activities aimed at development of the capacities of the governmental stakeholders – both individual agencies and interagency working groups – at the federal and regional level involved in return, protection and reintegration of migrants; technical, vocational and education training institutions; higher education institutions/universities; media; IOM implementing partners; civil society organizations, NGOs and private institutions.

The action plan contains activities aimed at development of the capacities of the governmental stakeholders – both individual agencies and interagency working groups – at the federal and regional level involved in return, protection and reintegration of migrants; technical, vocational and education training institutions; higher education institutions/universities; media; IOM implementing partners; civil society organizations, NGOs and private institutions.

The SOP nationalization process framed the discussion about the capacity development needs and defining roles and responsibilities of relevant actors in return and reintegration.
Migration, Environment and Climate Change
IOM Migration, Environment and Climate Change: Training Manual (Facilitators’ Guide)

PURPOSE/FUNCTION
This first-ever standardized training manual on migration, environment and climate change (MECC) addresses the need to increase the knowledge of government representatives to mainstream migration into environmental and climate change policies, and to take into account environmental change in migration management policies. It provides an in-depth overview of the migration-environment nexus, mobility in case of disasters and in the context of slow onset events, data issues, legal issues, regional perspectives, and a step-by-step roadmap on how to integrate human mobility into policies, including climate change adaptation policies.

The manual is an internal resource to be used as a facilitator’s guide by IOM trainers, it should not be shared externally.

PRECONDITIONS
To deliver training workshops based on the manual, facilitators (trainers) should at a minimum have thematic expertise in the field of migration, and ideally also some knowledge of environmental issues and environmental migration. The number of facilitators required will depend on the number of modules to be delivered, the profiles of the individual facilitators, and the number of participants, with optimal group size being around 20-25 persons. Finding appropriate regional or national co-facilitators who can contribute their expertise, is also a key factor to be considered. To better understand the audience’s profile and to determine their specific training needs it is recommended to conduct a simple training needs assessment.

AUDIENCE MAIN STAKEHOLDERS
The manual content was developed specifically for policymakers from various ministries and agencies having a ‘stake’ in environmental migration, including but not limited to: environment, climate change, development, disaster management, home affairs, migration, foreign affairs, agriculture, land management and planning. The focus is on the central level authorities; however, as national policies also have to be implemented at the local level, the manual content is also relevant to local policymakers. The manual can also be applied at the regional level.

The guide was designed for facilitators delivering training workshops. They can use the guide’s thematic information and suggested exercises to prepare themselves and deliver participatory training sessions.

KEY SUCCESS FACTORS
The capacity development training sessions based on the manual utilize a participatory approach to learning and as participants become more experienced with such approach during the training, they take increased ownership of and responsibility for their own learning process.

At different stages during the course, it is important to evaluate participants’ reactions and learning progress. This will allow facilitators to adapt the course as required. The manual offers a number of tools for conducting evaluation during the workshop.

SPECIAL CONSIDERATIONS
This training tool is available in English, French, Spanish, Russian and Azerbaijani to respond to the global demand and allow to develop capacities of States.

The tool offers considerable flexibility by incorporating a modular approach. Depending on the specific training needs of the participants and available time, a trainer can decide which of the eight modules – one introductory and seven technical modules – to use, and in this way address a wide range of issues related to environmental migration.
Words into Action guidelines – Disaster displacement: How to reduce risk, address impacts and strengthen resilience

PURPOSE/FUNCTION
This Words into Action guide offers practical guidance to help government authorities integrate disaster displacement and other related forms of human mobility into regional, national, sub-national and local disaster risk reduction (DRR) strategies in accordance with target (E) of the Sendai Framework, to revise or develop DRR strategies by 2020. In three parts the guide presents basic background information and main concepts related to disaster displacement and how it is a global DRR challenge; highlights various roles that DRR and disaster risk management (DRM) can play in reducing, preparing for and responding to disaster displacement at all levels as well as guiding principles for relevant activities; provides references to additional tools and materials.

PRECONDITIONS
The inclusion of disaster displacement in the Sendai Framework is an important DRR policy development. Only a small number of DRR strategies previously referenced or included specific targets or activities on the issue and other related forms of human mobility. Addressing disaster displacement in DRR strategies became international commitment of States and this guide can be used to help them to fulfil this commitment.

AUDIENCE/MAIN STAKEHOLDERS
This guide supports DRM actors and policymakers from the local to global level: (a) DRM actors, particularly disaster management agencies, civil defence and emergency responders – in addressing disaster displacement risk; (b) governments – in ensuring that policies to avoid and manage displacement within and across borders are coherent across all relevant sectors; (c) law and policymakers, such as parliamentarians, – in regulating the measures to reduce and manage disaster displacement; (d) local authorities responsible for land-use planning and urban development – in reducing vulnerabilities and exposure that may lead to displacement, and in ensuring disaster displacement risk is included in development plans; (e) others, such as international organizations, civil society, community-based organizations, and academics might also find it useful.

KEY SUCCESS FACTORS
Users should make sure that their strategies align with the guidelines on disaster displacement under the Sendai Framework. To determine this, they can refer to an assessment tool complementing this guide and available separately. It summarizes the most important activities for addressing disaster displacement within local, sub-national, national, and regional DRR strategies described in detail in this guide. The companion assessment tool can also assist with monitoring and reporting.

SPECIAL CONSIDERATIONS
The document is the result of a collaborative effort of the international DRR Community. It is available in English, French, Spanish and Arabic. Disaster preparedness is key to mitigating the impact that displacement will have on affected populations when it cannot be avoided. The Sendai Framework emphasizes the importance of regular disaster preparedness, response and recovery exercises, such as evacuation drills, training and the establishment of area-based support systems to ensure rapid and effective responses to displacement. Therefore, provision of support for revision or development of DRR strategies based on this guide can be complemented by activities enhancing the capacities of DRM actors to prepare for disasters, such as supporting the organization of simulation exercises (SIMEX).
A Toolbox: Planning Relocations to Protect People from Disasters and Environmental Change

**Purpose/Function**

The Toolbox provides concrete suggestions for States and other actors who are contemplating or planning to relocate people in order to protect them from disasters and environmental change. It has been developed by IOM, Georgetown University and UNHCR to complement the respective Guidance earlier produced by UNHCR, the Brookings Institution and Georgetown University. The Toolbox helps to translate overarching principles for planned relocations provided by the Guidance into good practice. It identifies five cross-cutting elements that repeatedly surfaced in lessons from prior experience and need to be incorporated into the different stages of planned relocations. Under each element, the Toolbox includes a checklist of issues to consider and highlights some potential challenges.

**Preconditions**

Planned relocation is a measure of last resort and best considered as an option only where safe in situ disaster risk-reduction or climate change adaptation options are not feasible. Before deciding on planned relocation, other potential actions should first be explored to increase communities’ resilience or ability to adapt. Authorities must have compelling reasons and robust evidence that planned relocation is necessary, a sound legal basis as well as sufficient and sustainable funds to undertake relocation. Existence of sustainable livelihood opportunities in the place of relocation is another key consideration. Engaging with and understanding the concerns of all the population groups affected by planned relocation is critical.

**Audience/Main Stakeholders**

This Toolbox is aimed at State authorities at central, local, and/or other levels, including relevant institutions as applicable, who (plan to) undertake relocations within the national borders of their respective countries to protect people from disasters and environmental change.

**Key Success Factors**

This Toolbox is best suited for planned relocations undertaken as proactive measures to respond to risks created by disasters and environmental change and when there is time available for planning. However, there are also cases in the immediate aftermath of a disaster, where displaced persons need to be settled elsewhere, and the time pressure is intense. And yet, experience suggests that even when the time is tight, planned relocations are likely to be more successful when the five cross-cutting elements are addressed. The checklists, examples and challenges identified in the Toolbox are also likely to be helpful in reactive situations. In fact, some of the examples included are drawn from cases where planned relocations have been used in response to a disaster.

**Special Considerations**

The Toolbox is developed for planned relocations that take place within national borders, but the considerations and issues identified here could be useful in developing guidance for cross-border planned relocations. The Toolbox focuses on planned relocations of groups and communities rather than on measures to support individuals to relocate on their own. The Toolbox can be used for producing capacity development tools relevant to a particular country context. For example, the training manual “Planned Relocation for Communities in the Context of Environmental Change and Climate Change”, which draws extensively on the Toolbox, was produced to be applied in the local context of Viet Nam.
IOM Training Manual “Planned Relocation for Communities in the Context of Environmental Change and Climate Change”

PURPOSE/FUNCTION
This training manual provides guidance on the planning and implementation of relocation projects in the context of environmental change. The manual aims to provide a clear understanding of key concepts surrounding the complex issues of migration, environment, and climate change, as well as practical tools and guidelines for application in the local context in Vietnam, including relevant legal frameworks, stages of planned relocation, effective monitoring strategies. While developed for the local context of Vietnam, the manual can be adapted for use in other countries.

PRECONDITIONS
Planned relocation is best considered as an option only where safe in situ disaster risk-reduction or climate change adaptation options are not feasible. Before deciding on planned relocation, other potential actions should first be explored to increase communities’ resilience or ability to adapt. States must have compelling reasons and robust evidence that planned relocation is necessary, a sound legal basis as well as sufficient and sustainable funds to undertake relocation. Existence of sustainable livelihood opportunities in the place of relocation is another key consideration.

AUDIENCE/MAIN STAKEHOLDERS
The training manual is intended for provincial and local authorities with operational roles in planning and implementing environment-induced relocation programmes at provincial and local level, the importance of which is also discussed during face-to-face trainings. More broadly this training manual provides advice to those who work with environmental migrants in Vietnam, from operational service providers to local government authorities. Stakeholders can use the manual as a self-learning tool. It can also be used as a facilitator’s guide for trainers to prepare and conduct face-to-face training workshops.

KEY SUCCESS FACTORS
The manual provides a community empowerment approach to planning and implementing environment-induced relocation programmes at provincial and local level, the importance of which is also discussed during face-to-face trainings. Prompting the participants to plan, design, implement and monitor relocations with full community participation and careful attention to community needs, rights and aspirations, helps them to achieve the desired outcomes in their real-life work – reduced vulnerability and increased resilience of the relocated population.

SPECIAL CONSIDERATIONS
The manual draws extensively on the number of reference materials including those of IOM: A toolbox: Planning Relocations to Protect People from Disasters (many of its tools and best practices are presented in the manual) and Environmental Change and Migration, Environment and Climate Change: Training Manual. The manual also builds upon the actual relocation project aiming to relocate 1,200 households from two remote communes in Vietnam’s Hoa Binh province that face high risks of landslides, flooding and storm damage. A study assessing project implementation, household decision-making processes and relocation outcomes was conducted.
IOM Guidance for mainstreaming environmental and climate considerations into reintegration programming

**PURPOSE/FUNCTION**

The tool helps mainstream environmental perspectives in design and implementation of reintegration programmes to ensure sustainability of their outcomes for both returnees and their communities. As an annex to the Reintegration Handbook, it follows its structure proposing a set of guiding questions for each level in which reintegration assistance occurs – individual, community, structural – and a section on monitoring and evaluation. In developing this guidance, IOM draws on its extensive experience in both reintegration programmes and on the linkages between migration, environment and climate change. This document should be considered as a basic awareness-raising and guidance tool and as the foundation for future efforts towards more asserted practical guidelines.

**PRECONDITIONS**

It is essential to minimize the environmental impacts of the reintegration operations, but also to contribute throughout the reintegration process to the implementation of sustainable practices in the communities of return. This guidance document aims to encourage reflection and initiatives to better understand opportunities and challenges associated with the inclusion of environmental dimensions into reintegration programmes.

**AUDIENCE/MAIN STAKEHOLDERS**

The tool is aimed at all stakeholders involved in reintegration policies and programmes, such as national and local public authorities (including technical ministries and agencies), Technical Vocational Education and Training (TVET) institutions, development agencies, donors, NGOs, international organizations, climate change adaptation and disaster risk reduction specialists, and livelihoods experts. The guidance document supports IOM’s integrated approach to reintegration and therefore should be read in conjunction with the broader guidelines on reintegration contained in the main modules of the Reintegration Handbook. It is composed of policy and programme-level suggestions relating to environment perspectives that are important to reintegration programmes, but do not go into the detailed considerations on reintegration programmes in general – readers should consult the corresponding modules of the Reintegration Handbook for this type of information. This document will also complement rather than replace usual environmental screening for project proposals (or environmental impact assessment where relevant).

**KEY SUCCESS FACTORS**

Exploring opportunities for integrating environmental dimensions into reintegration activities represents an innovative response to international policy commitments to address the environmental drivers of migration, such as those made in the Paris Climate Agreement of 2015, and GCM.

**SPECIAL CONSIDERATIONS**

The proposed set of guiding questions helps stakeholders incorporate environmental considerations and identify opportunities at each level. Each section includes case studies of activities involving returnees and their communities that have been, or could be, integrated into reintegration programmes to make their outcomes more sustainable. It also contains concrete steps and actions that should be implemented in each level.

**LINKS**

IOM Guidance for mainstreaming environmental and climate considerations into reintegration programming (Annex 11 of the Reintegration Handbook)
Migration Health

THEMATIC AREA

CAPACITY DEVELOPMENT PHASE

01 02 03 04 05

TOOL / CASE STUDIES

CASE STUDY / 6.4

TOOL / 6.1
CASE STUDY / 6.4

TOOL / 6.1
TOOL / 6.3
CASE STUDY / 6.4

TOOL / 6.1
TOOL / 6.2
TOOL / 6.3
CASE STUDY / 6.4

STAKEHOLDER ENGAGEMENT & PRIORITIZATION

CAPACITY ASSESSMENT

RESPONSE FORMULATION

RESPONSE IMPLEMENTATION

MONITORING AND EVALUATION
The HBMM framework reflects IOM’s approach to preparing for and responding to disease outbreaks and other health threats along the mobility continuum (at origin, transit, destination and return points) and its spaces of vulnerability. By formulating core activities grouped under five strategic objectives – which address data and evidence, health system and border health capacity, community engagement, policy and legal frameworks and coordination – the framework provides a platform to develop country-specific and multi-country interventions. The framework links an understanding of population mobility with disease surveillance, emphasizing health system strengthening along mobility corridors in line with the 2005 International Health Regulations (IHR).

The operationalization of the HBMM framework will be influenced by the stage of infectious disease outbreak/epidemic or the occurrence of other health threats. The stages, depicted on an epidemic curve, will define the intervention strategies. There are multiple classes of epidemic curves that vary according to epidemiological gradients and pathogenicity. In the event of an actual outbreak, official national disease surveillance reports and international epidemiological alert systems, such as those from WHO, should always define the appropriate epidemic curve and guide the “staging” of the outbreak.

The framework empowers governments and communities to prevent, detect and respond to health threats at points of origin, transit, destination and return. Some of the framework’s core activities have a purpose to enhance capacity of health systems and border management services, while others target migrants and mobile populations, as well as host communities, notably those residing along borders and in migrant-dense areas.

The five strategic objectives of the HBMM Framework are operationalized through a set of core activities. Although some of these activities may appear to be, and can be, implemented independently, they are ultimately interrelated and mutually supportive in realizing the expected outcomes of HBMM. All core activities need not be implemented simultaneously – for example, it may be determined by the stage of the communicable disease outbreak, the specific needs of the country context, the contributions of other partners and other contextual factors. However, it is important that activities are planned and delivered as part of a comprehensive and sustainable approach that ultimately aims to develop long-term national capacities for public health preparedness and response.

In all contexts, the HBMM framework emphasizes equity and inclusiveness for migrants along the entire mobility continuum. HBMM is not only focused on communicable disease threats at physical or regulated border areas, such as points of entry (or POEs, as articulated in the IHR), but also includes locations where informal cross-border movements take place, travel routes and spaces of vulnerability, where the risk of disease transmission may be high and public health interventions would be necessary. Based on this understanding, the scope of HBMM activities ranges from collection and analysis of information on mobility patterns and dynamics, to disease surveillance and response mechanisms along mobility corridors.
Training for first-line health professionals, law enforcement officers and social workers working with migrants and refugees (TRAIN4M&H Manual)

**PRECONDITIONS**
The training course is developed for 33 European countries: all EU/EEA countries plus the countries participating in the Public Health Programme – Serbia, Bosnia and Herzegovina and Moldova.

**AUDIENCE/MAIN STAKEHOLDERS**
The training will enhance capacities of health professionals, social workers, law enforcement officers from the “first line” countries (those used as entry points by migrants and refugees and those with substantial migrant population) and coach trainers for health professionals from other countries, that could replicate and disseminate the training when and where needed. Since individual professionals cannot make improvements in the quality of care without the support of the organization they work in, target groups will also include staff involved in the direct management or supervision of the above mentioned services.

**KEY SUCCESS FACTORS**
The composition of the training teams should be multidisciplinary; the training content should be presented in the national language, adapted to the local context and to the specific needs of the health professionals, of law enforcement officers and of social workers; the training schedules should be organized in order to fit with the working commitments of the attending professionals; the training should be organized in a highly participative way, based on the interaction and involvement of all participants with a strong attention given to role-playing and exchange of practical experiences.

**SPECIAL CONSIDERATIONS**
To guarantee the achievement of the purpose of the training it is important to pay attention to underlying issues such as learning environment, and coherence and balance of its internal structures. As learners cannot be seen as mere recipients of notions and information, the learner-centered approaches are therefore preferable with the participants’ needs, motivations and experiences put at the centre of the training process. The “principle of coherence” should be integral to the whole training process: this means that the type and characteristics of the training proposal should guarantee a balance of the different possible relations among: objectives, contents, target groups, timeframe, training methodologies.
Caring for Trafficked Persons: Guidance for Health Providers

**Purpose/Function**
The Guidance was produced with the purpose to serve as a recognized standard for managing the health consequences of trafficking in persons. It aims to provide practical, non-clinical guidance to help concerned health providers understand the phenomenon of human trafficking, recognize some of the health problems associated with trafficking and consider safe and appropriate approaches to providing health care for trafficked persons. It outlines the health provider’s role in providing care and describes some of the limitations of his or her responsibility to assist. This resource attempts to respond to questions such as: “What special approaches are required for diagnosis and treatment of a patient who has been trafficked?” and “What can I do if I know or suspect someone has been trafficked?”

**Preconditions**
The widespread nature of trafficking suggests that a health provider may at some point encounter a person who has been trafficked. A trafficked person may be referred to a health care provider; a patient may disclose a trafficking experience; or a provider may detect signs that suggest an individual has been trafficked. Therefore, this Guidance should be made broadly and easily accessible to health providers. IOM country offices might support its translation into the respective languages, promote and distribute it, as for example it has been done in China in 2011.

**Audience/Main Stakeholders**
The Guidance is written for health providers who may now or in the future provide direct health care services for individuals who have been trafficked. It is designed to accommodate varying degrees of contact with and involvement in the care and referral of people who have been trafficked. The intended audience includes the following: general practitioners and primary care providers; private and public health providers; emergency room staff; health centre staff, such as receptionists or technical staff; clinicians, e.g. gynaecologists, neurologists, infectious disease specialists; outreach care providers in fields such as sexual health or refugee/migrant health; mental health care professionals, e.g. psychologists or psychiatrists.

**Key Success Factors**
The care approaches described in the Guidance should, to the extent possible, be supported by training and sensitization to ensure appropriate and consistent implementation, as it has been done in Azerbaijan in 2017. Additionally, while this document offers guidance on good practice, different settings will undoubtedly have varying health care contexts and available resources. Recommendations should be adapted to local contexts.

**Special Considerations**
The Guidance is frequently referred to in IOM programme/project design and implementation. For example, the project “Caring for Trafficked Persons in Finland” has been developed in 2016 with a reference to this document. Although this document focuses on trafficked persons, its guidance is designed to be inclusive, with information that may be useful for meeting the health needs of other marginalized or abused populations. The aim is achieving the best health for all.
Sri Lanka National Migration Health Policy (projects MA.0160, MA.0221)

Sri Lanka is one of the first countries in the world to have a dedicated national migration health policy that focuses on inbound, outbound, and internal migrant categories. Formulated by adopting an evidence-informed, intersectoral and whole-of-government approach, the policy marked a major milestone for the Government of Sri Lanka as well as for IOM’s global work on advancing the health needs of migrant and mobile populations.
IOM facilitated the policy development through a multi-pronged capacity development intervention. The ultimate aim was a **systemic level change**, achieved through support provided at the organizational and individual levels (for an explanation of capacity development levels refer to the CD4MM Guidance Note). To enable **systemic level intervention** the project: (a) facilitated three elements of governance (high level political engagement, intersectoral participation across multiple Ministries and partners), (b) prioritized evidence generation (research data to inform policy and practice), and (c) ensured the policy process was pragmatic in effectively address emerging migration health challenges the country faced.

Examples of governance-related actions: IOM supported the establishment of a Migration Health Secretariat at the Ministry of Health which formed the daily coordination hub. Secondly, a technical working group on migration health (the National Migration Health Taskforce) was formed with participation of technical experts from various ministries, academia and civil society to focus on formulating policy guidance via an intersectoral, inter-ministerial and inter-disciplinary approach to understand the social and health determinants of migration health, and finally, a National Steering Committee on Migration Health was established to push high level decision-making with representation of senior ministers and President. This project governance mechanism achieved remarkable progress in a relatively short amount of time, despite changes to successive governments.

### Identified Capacity Needs

A hallmark of the project was in adopting an evidence-based approach to policy formulation. It was clear that opinions do not evidence dominated migration discourse and decision-making – health risks, vulnerabilities and protective factors across the various migrant populations were poorly understood. With the endorsement of the Inter-Ministerial Committee on Migration Health, IOM supported the commissioning of the National Migration Health Research Agenda to undertake original and applied research studies exploring health and social determinants of inbound, outbound, internal migrants and their families. IOM facilitated this national research agenda over a three-year period by harnessing local and international research institutes. To a large extent the policy formulary and interventional framework were guided by findings distilled from these rigorously conducted studies. The study findings were shared publicly though a series of national symposiums on migration health with participation of government agencies, civil society, development partners, UN and academia. These were useful in providing a public forum to debate the implications of research findings and enable evidence-informed decision-making and guide direction of future programming. Findings were also shared through open access peer-reviewed publications and at global and regional consultations on migration health the Government of Sri Lanka organized with support from IOM.

### Audience/Main Stakeholders

The primary stakeholders of the policy action were identified in the formative phase of the project. A small technical working group comprised of the representative from IOM, the Government and academia undertook stakeholder and power mapping of the Government of Sri Lanka in general and more specifically – the Ministry of Health. Experts from over 13 Government Ministries, such as Labor, Foreign Employment, Foreign Affairs, Immigration and Emigration, Social Welfare, academia, civil-society and development agencies participated in driving the evidence-based migration health policy.

### Key Success Factors

Among the factors that ensured success of this capacity development intervention were: (a) an intersectoral, participatory, whole-of-government approach to effectively address the underlying social determinants of migrant health. This could not be reduced to specific actions of health authorities, but required engaging multiple stakeholders and investing in an inter-ministerial mechanism to drive the migration health agenda; (b) an inclusive approach: the policy process targeted multiple migrant categories, rather than selected groups. Examples of inbound migrants include foreign migrant workers and returning refugees; outbound migrants encompassed labour migrants, international students; and, internal migrants included those export processing zone workers, seasonal workers and internally displaced persons. Focus of policy included gender, left-behind children and families of migrant workers; (c) an evidence-informed approach: a hallmark of Sri Lanka’s policy development was that to a large extent the policy formulation and interventional framework were guided by findings distilled from research studies commissioned through a National Migration Health Research Agenda; (d) a pragmatic and responsive approach: for example, a National Border Health Strategy was developed to enhance international point-of-entry capacities to better prepare, respond and mitigate global health security risks, and a reintegration health programme was designed to serve returning Sri Lankan refugees from India; (e) ensuring global health diplomacy: multilateral diplomatic efforts were catalyzed, such as those with labour sending and receiving countries, recognizing that health vulnerabilities diffuse across all phases of migration and across borders. Sri Lanka formally reported progress at the World Health Assembly on advancing resolution 61.17 on the health of migrants in 2010 and 2011.